

Cariaga, Flordeliza (INFC)

Subject: *Updated materials* Sustainability/Public Realm (Environment) Sidewalk Labs pillar discussions

Location: SEVERN ROOM - 2nd floor, 900 Bay St. and via teleconference
[REDACTED]

Start: Wed 2018-06-06 8:00 AM

End: Wed 2018-06-06 12:00 PM

Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Zegarac, George (MOI)

Agenda attached:



Agenda – Sustainability and Public Realm

Subject: Sustainability and Public Realm

Date: June 6, 2018

Time: 8:00-12:00

Location: SEVERN ROOM - 2nd floor, 900 Bay St.

Invitees:

- Charlotte Matthews, Director of Sustainability, Sidewalk Labs
- Rohit Aggarwala, Head of Urban Systems, Sidewalk Labs
- Jesse Shapins, Director of Public Realm, Sidewalk Labs
- Micah Lasher, Head of Public Policy and Communications, Sidewalk Labs
- John Brodhead, Director of Policy and Strategy, Sidewalk Labs
- Habon Ali, Policy Associate, Sidewalk Labs
- Chris Glasiek (WT) - Senior VP Planning and Design
- Kristina Verner (WT) - VP Innovation, Sustainability & Prosperity
- Ed Chalupka (WT) - Director, Government Relations
- Jeff Ross (WT) - Development Manager
- Aaron Barter (WT) - Innovation and Sustainability Manager
- Giuliana Carbone (City), Interim City Manager
- David Stonehouse (City), Director Waterfront Secretariat
- Elyse Parker (City), Director, Public Realm, Transportation Services
- Patrick Tobin (City), Director Arts & Culture Services, EDC
- Ann-Marie Nasr (City), Director Parks Dev & Capital Projects, PFR
- Paul Evans, Deputy Minister, Ministry of the Environment and Climate Change
- Bob Bell, Deputy Minister, Ministry of Health and Long-Term Care
- Laurie LeBlanc, Deputy Minister, Ministry of Municipal Affairs/Ministry of Housing
- Bruce Rodrigues, Deputy Minister, Ministry of Education
- George Zegarac, Deputy Minister, Ministry of Infrastructure

1. Introduction – Quayside (WT/Sidewalk Labs)
2. Sustainability and Public Realm Elements (WT/Sidewalk Labs)

Sustainability

- Low Load Buildings
- Active Energy Management
- Flexible Thermal Grid

- Advanced Power Grid
 - Solid Waste Management
 - Active Water Management
 - Flexible Utilities
- Public Realm**
- User Research
 - Public Realm Network
 - Outdoor Comfort Systems
 - Flexible Pavement
 - Public Realm Programming
 - Governance & Maintenance

3. Policy Discussion (All)

4. Next Steps





PROVINCIAL LEADERSHIP **PILLAR DISCUSSION**

WEDNESDAY / 6 JUNE, 2018 / 8AM - 12PM

PART 1 SUSTAINABILITY
PART 2 PUBLIC REALM

DAY 1

TUESDAY

5 JUNE 2018

PART ONE

MOBILITY

RIT AGGARWALA

WILLA NG

PINA MALLOZZI

MICHAEL WOLFE

PART TWO

COMMUNITY & CITY SERVICES

ALEXIS WISE

JOANNA LACK

LESLIE GASH

ARIEL KENNAN

DAY 2

WEDNESDAY

6 JUNE 2018

PART ONE

SUSTAINABILITY

CHARLOTTE MATTHEWS

AARON BARTER

PART TWO

PUBLIC REALM

JESSE SHAPINS

CHRIS GLAISEK

DAY 3

THURSDAY

7 JUNE 2018

PART ONE

BUILDING

KARIM KHALIFA

REI TASAKA

PART TWO

HOUSING AFFORDABILITY

JOHANNA GREENBAUM

DAY 2

SIDEWALK TORONTO

Introduction

Provincial Leadership
Sidewalk Toronto Pillar Leads

Quayside: A New Approach



WATERFRONTORonto

The Location

12 acres owned by Waterfront Toronto and the City in the East Bayfront and Keating Channel Precinct.

2015: Original Plan

Waterfront Toronto originally intended to dispose of Quayside through a standard real estate RFP.

2016: Course Change

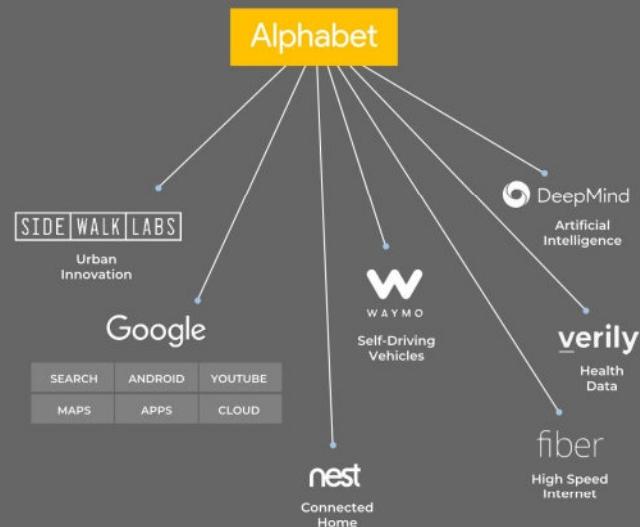
Recognizing that its focus on economic opportunity and environmental sustainability had become the “new normal,” Waterfront Toronto set out to raise the bar for the Quayside project. ARUP and KPMG were engaged help frame a new set of goals and approach for Waterfront and for Quayside.



About Sidewalk Labs



One of Alphabet's "Other Bets"



SIDEWALK'S THREE POTENTIAL BUSINESSES

INNOVATIVE INFRASTRUCTURE REAL ESTATE VENTURE CAPITAL & TECHNOLOGY

Leadership: deep experience in urban and technological innovation



Reimagining the Far West Side



Google Ignites NYC's Tech Explosion



Creating Cornell Tech



Building PlaNYC



Link and On the Go

Closely Aligned Objectives



WATERFRONTORonto

OBJECTIVES

- Create a **globally-significant demonstration project** that encourages market transformation
- Pilot **leading sustainability practices**, while providing a **test bed** for Canada's Cleantech, building materials and technology sectors to support their competitiveness in global markets
- Establish a **complete community** that provides a range of housing, family sizes + income levels within a mix of uses
- Secure **revenue** consistent with Waterfront Toronto's Long-Term Financial Plan objectives, using a **partnership model** that manages financial risk for WT and its partners
- Quayside as **proving ground for district-scale innovation**

OBJECTIVES

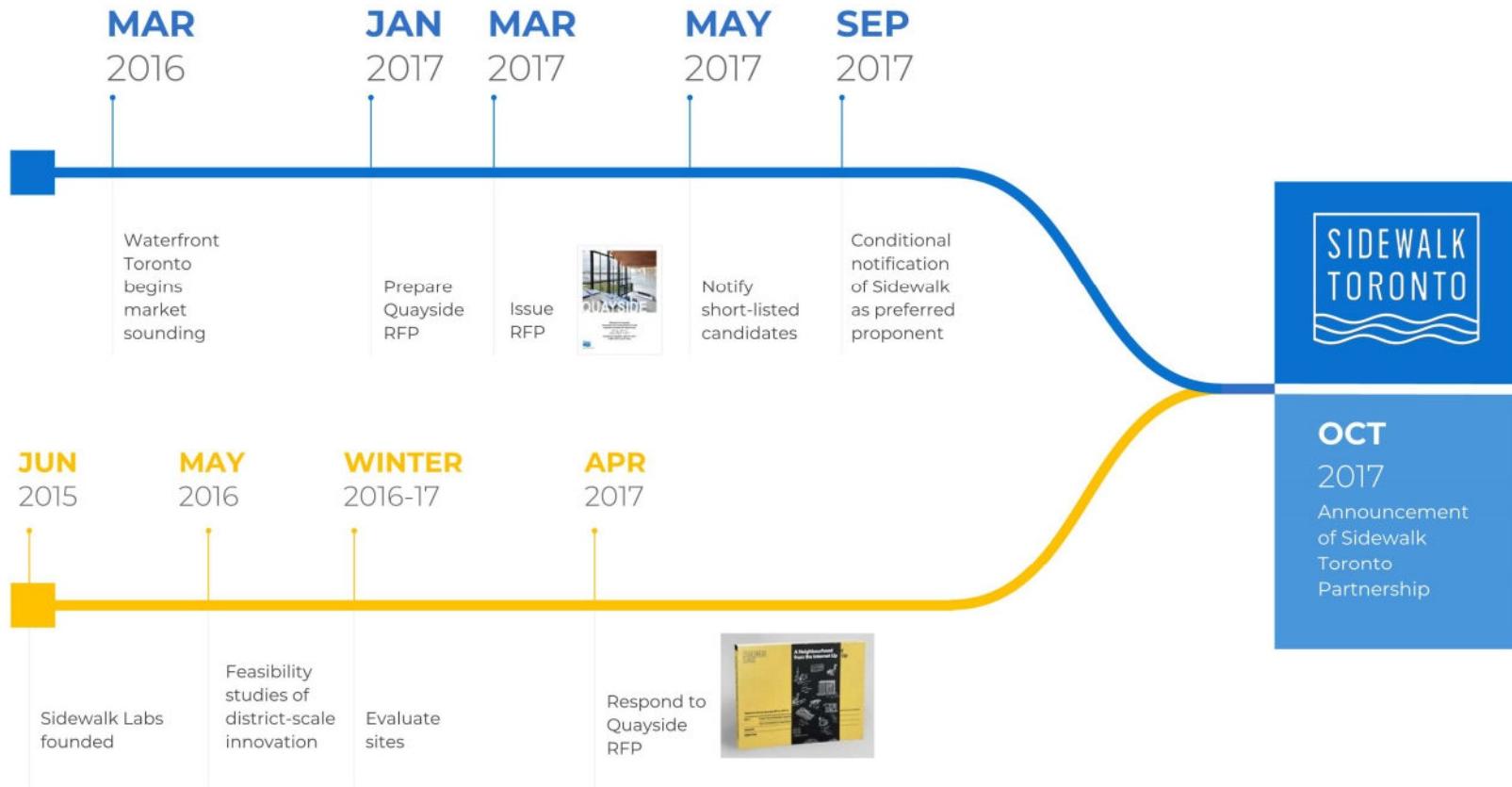
- Establish the world's most **innovative urban district**
- Enable a meaningfully **superior quality of life** including cost of living savings **for a diverse population** of residents, employers, and employees
- Attract and sustain a **diverse twenty-first-century economy**, including a cluster focused on urban innovation
- Provide **financial viability** for long-term investors
- Create a **replicable model** that could be implemented in multiple locations



Timeline



WATERFRONTORONTO



Nature of the partnership

Framework Agreement Between Waterfront Toronto and Sidewalk Labs

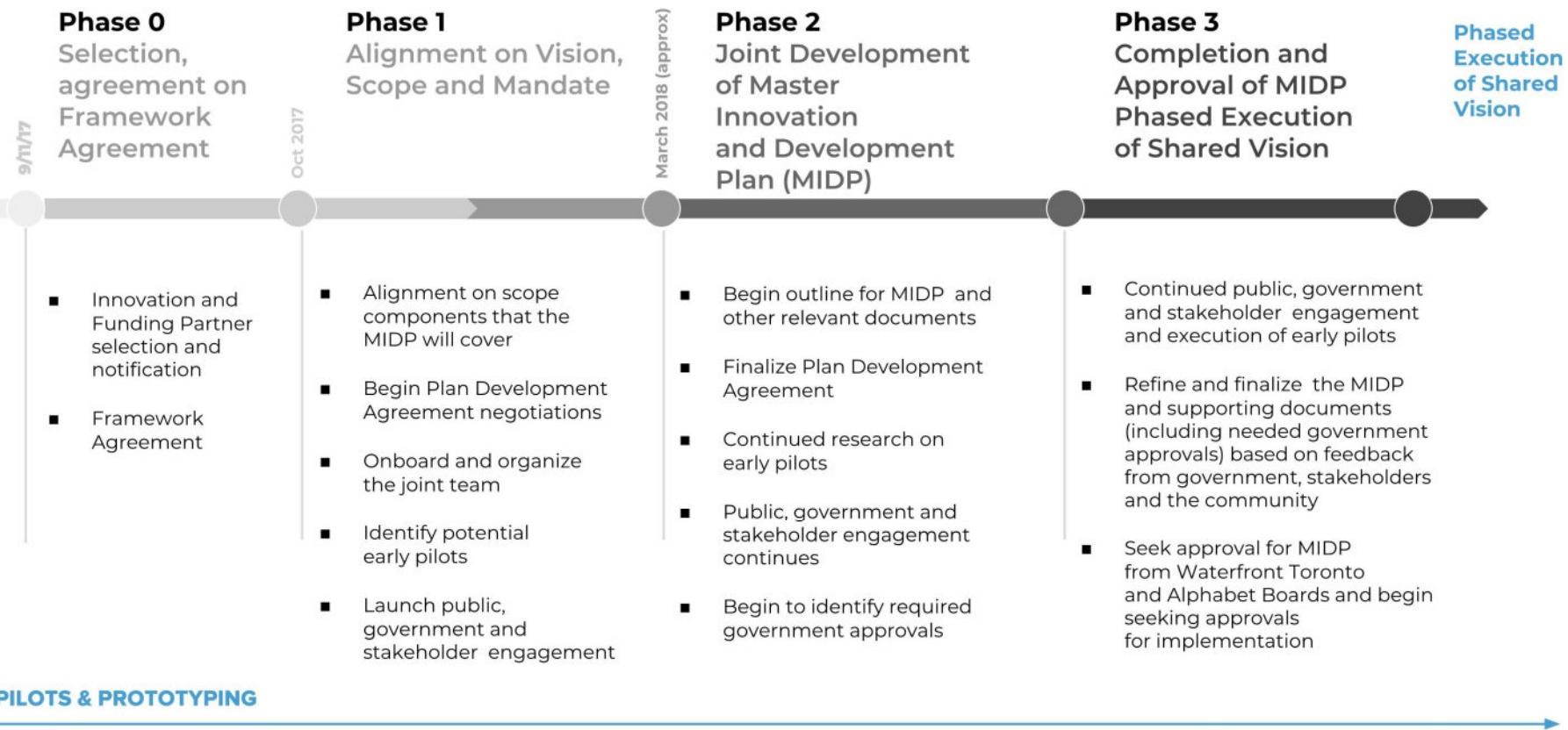


- **Waterfront Toronto and Sidewalk Labs** working as partners in innovative planning and public engagement
 - End result: "Master Innovation and Development Plan"
- **Process** will determine business terms for any forward-going relationship
 - Any land acquisition, disposition, or revitalization will be considered in the MIDP and subject to necessary approvals
- **Jointly produce** plans, pilots, and development sequencing
- **Off-ramps** for both sides
- **Sidewalk Labs** will assume financial risk in this initial stage
- **Sidewalk Labs** will commit up to \$50 million USD to fund that process
 - Funding will pay for costs of plan development, early pilot projects, public engagement, and project staff



Delivering the Master Innovation & Development Plan

Sidewalk Toronto will organize around three core stages to deliver the MIDP

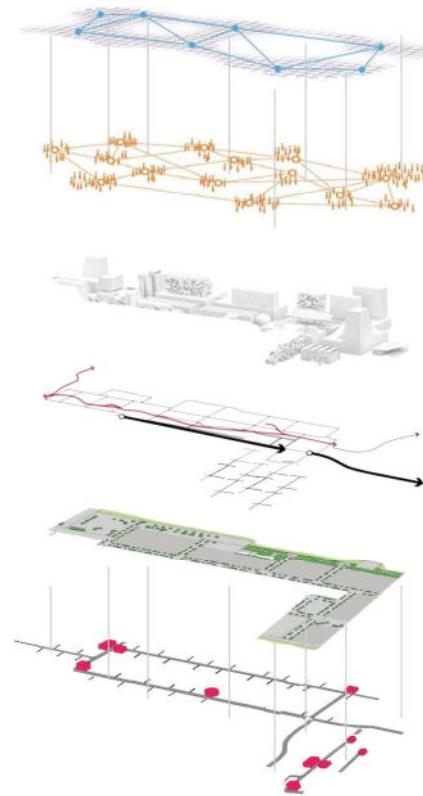


The City as a Platform

The Sidewalk Toronto approach to innovation



- Cities are—and always have been—platforms upon which millions build, over decades and centuries.
- Sidewalk Toronto aims to update that platform for the 21st century, and create a combination of the digital and physical working together as one.
- The digital layer will be a new and transformative element that enables connectivity, access, and data integration across the components of the city's physical layer.
- Digital technology allows for new modes of service delivery, building innovation, mobility services, public realm design, and infrastructure systems. Each of these will be reimagined.



DIGITAL LAYER

PHYSICAL LAYER

The City as a Platform

The Sidewalk Toronto approach to innovation



BUILT ENVIRONMENT	MOBILITY	PUBLIC REALM	SUSTAINABILITY	COMMUNITY	DIGITAL LAYER
					

A built environment that is more usable, efficient, and affordable

A competitive, safer alternative to the private automobile for every trip

A public realm for the entire region that is delightful and vibrant year-round

A truly climate positive community

A close-knit, healthy community with seamless access to vital daily services

Open digital infrastructure that inspires innovation and supports realization of the physical pillars

DAY 2 | PART 1 of 2

WEDNESDAY PILLAR

Sustainability

Charlotte Matthews
Aaron Barter

Forging the path to climate positive

Low Load Buildings

Active Energy Management

Thermal Grid

Advanced Electrical Grid

Solid Waste Management

Active Water Management

Flexible Utilities

Sidewalk Toronto Proprietary and Confidential

- Achieve unprecedented levels of environmental sustainability while maintaining reasonable costs.
- Develop low energy buildings that achieve their predicted performance
- Capture and utilize waste and renewable heat
- Maximize onsite renewable energy potential
- Divert all organic and recyclable waste from landfill
- Actively manage water (including stormwater)
- Make infrastructure accessible and easy to upgrade and sensor



64

Forging the path to climate positive

Low Load Buildings

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- **Launched building energy data study of 100+ Toronto buildings** to diagnose gap between energy models and actual performance, with EQ Building Performance and Urban Equation
- **Identified Toronto partner to co-sponsor** development of building optimization and control technology
- **Kicked off conceptual design of flexible thermal grid** with experienced Canadian engineering firm and US-based energy research lab
- **Initiated discussions with local power utilities and experts** to specify goals and attributes of an advanced “Utility 2.0” electrical smart grid that will support climate positive development
- **Convened Sidewalk Toronto Sustainability Advisory Group** including MaRS Cleantech, CaGBC, WaterTAP, s2e Technologies, Windmill Developments, QUEST, CSI Toronto
- **Established working relationships with City of Toronto staff** at Energy and Environment, Solid Waste Management, City Planning, Toronto Water, as well as Toronto Hydro
- **Tested Sustainability strategy with Sidewalk Toronto Residents Reference Panel**, a 36-member volunteer panel selected randomly from households from across the city

Forging the path to climate positive

Low Load Buildings

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Flexible Utilities

Sidewalk Toronto Proprietary and Confidential

All buildings will be designed to low load, outcome-based energy target

Issues to solve

- Gap between energy model and building energy use
- Setting energy intensity targets for dynamic buildings with different tenancies

Major current initiatives

- Study of 100+ Toronto buildings' energy use vs. energy models:
 - Quantify variation between buildings of similar program, and major causes
- Create new modeling + metering standards for Quayside development

Quayside program components

- Application of Toronto Green Standard Tier 3* and Passive House
- Reduced conditioned space; enable unoccupied spaces to be shut down

Future program at scale

- Data on building use, occupancy, energy, and system design will create nuanced and dynamic performance target to guide design and operation

Forging the path to climate positive

Low Load Buildings

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Sidewalk Toronto Proprietary and Confidential

Building management systems will ‘wring out’ energy waste

Issues to solve

- Building data is messy and requires expert analysis
- Buildings are overheated, overcooled and just left to run
- 40-60% of commercial buildings' energy use is (un)controlled by tenants

Major current initiatives

- Accelerate industry-wide standardization of building data
- Find local partner to spin up Autonomous Building optimization and control platform
- Map commercial tenant energy use (using our own office and several of Google's) and pilot interventions to eliminate waste

Quayside program components

- “Open” building optimization and control product
- Central control room of data analysts to train infrastructure management tools to optimally respond to user requests
- Interventions with commercial tenants to pilot demand management strategies

Future program at scale

- Smart buildings that share learnings
- Open data platform for outside app developers to create integrations

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Utilize waste heat and geothermal resources to offset use of fossil fuels for heating

Issues to solve

- Constant hot and chilled water production and circulation losses
- Central plants do not accommodate phased and dynamic developments
- Indirect transfer of thermal energy between buildings

Major current initiatives

- Designing “low temp” thermal grid with distributed heat sources and sinks
- Working with Canadian district energy experience and US research lab

Quayside program components

- Expandable thermal grid with geothermal, sewer heat recovery, waste heat
- Tie in capability to Enwave and neighbouring developments
- Dynamic pricing for building heating /cooling based upon district-wide demand

Future program at scale

- Expanded network with industrial waste heat sources and neighbouring development heat sinks

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Smart grid with 50% solar, EV charging, and operator visibility

Issues to solve

- Limited visibility / control of behind-the-meter loads, storage, and generation
- Customers disengaged from energy conservation and demand management
- Control and management of large electrical loads, like EV supercharging

Major current initiatives

- Defining physical, technology, digital and data specs for the “Utility 2.0” grid
- Capitalizing on experience and ambition of Ontario utilities, smart grid start ups and thought leaders

Quayside program components

- Local behind-the-meter smart microgrid, with visibility and control of DERs
- Solar PV on all roofs, where not otherwise set aside for community use

Future program at scale

- District scale ‘Utility 2.0’ electrical grid, with applicable utility partnerships
- Demonstrating viable utility business model

Forging the path to climate positive

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Enable a local circular economy with maximum solid waste diversion from landfill

Issues to solve	<ul style="list-style-type: none"> No organics (green bin) collection from Toronto multi-res buildings Contamination of organics and recyclables by trash and non-recyclable plastics Poor data on waste stream impedes MERF efficiency and market capture
Major current initiatives	<ul style="list-style-type: none"> <i>Accountability and Waste Characterization Study</i> with multi-res buildings User testing on real-time contamination feedback, including mock signage Studying applications for biochar, RNG and Organica with Ashbridges WWTP
Quayside program components	<ul style="list-style-type: none"> Three chutes, with Smart Chute interface, for organics, recyclables and trash Smart cart for cardboard; pneumatic waste system for other streams Dynamic feedback to individual about waste stream contamination Waste quantification and contamination audits/bag tagging
Future program at scale	<ul style="list-style-type: none"> Real time waste characterization and quantification, down to manufacturer Onsite organic waste processing to clean stream Circular economy businesses (with Extended Producer Responsibility)

Forging the path to climate positive

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Efficient water system enabled by digitally-connected and green infrastructure

Issues to solve

- Water and sewer flows virtually invisible to operators
- Stormwater management is increasingly GHG and energy intensive

Major current initiatives

- Exploring opportunities to partner with Toronto Water
- Sketching out a full “smart infrastructure” build-out at Quayside.
- Opti active stormwater management pilot

Quayside program components

- Active stormwater management and sensing of water quality
- AR-enabled field operations and auto leak detection with Toronto Water*
- Bioretention and natural run-off treatment

Future program at scale

- Right-sized water infrastructure, informed by Quayside flow monitoring and active control
- Alternatives to UV for stormwater treatment

Forging the path to climate positive

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Flexible Utilities

Sidewalk Toronto Proprietary and Confidential

Alternative underground installation methods for utility flexibility and accessibility

Issues to solve

- High cost and disruption of public realm to dig up utilities
- Environmental and public health risk posed by exposing contaminated soil

Major current initiatives

- Studying range of utility installation designs, including modular pavement, utility tunnels, standardized infrastructure placement, and removable fill

Quayside program components

- Accessible utilities to enable sensing and innovation pilots, both in ground and in buildings

Future program at scale

- Easy to maintain and retrofit-ready infrastructure network
- Reserved and navigable underground space or accurately mapped underground for future utilities

Sustainability Discussion

DAY 2 | PART 2 of 2

WEDNESDAY PILLAR

Public Realm

Jesse Shapins
Chris Glaisek

June 2018

Sidewalk Toronto Public Realm Pillar Summary

The Public Realm is the shared space of the community. It includes all spaces that are accessible to everyone, from parks to streets to the water to markets to shops.

MORE TIME SPENT OUTDOORS, TOGETHER

Foster happy and healthier communities through a vibrant, porous public realm that gives people new levels of agency over their environment

MORE COMMUNITY SPACE

Create a public realm network that gives everyone convenient access to green spaces and shared amenities, ranging from small community parks to large plazas to bookable community rooms

MORE USES

Expand what's possible for all ages and abilities on water and land, emphasizing a diverse spread of uses that foster serendipity and take advantage of porous indoor/outdoor, land/water spaces

MORE HOURS, MORE SEASONS

Create flexible infrastructure that keeps the public realm vibrant ~18 hrs/day and usable year round, from the heat of the summer to the depths of the winter

MORE COMMUNITY EMPOWERMENT

Welcome a diverse community of residents, Torontonians, and visitors from all walks of life, and empower them to be creators and stewards of the public realm

Public Realm: Progression of Pillar Vision



	VISION	EARLY ACTIONS	QUAYSIDE	VILLIERS	PORT LANDS	TORONTO
A User Research	Design the public realm to meet real user-needs—especially the needs of those who are disconnected from the Waterfront today	Qual x quant data user research study	Design inspired by learnings from user research	Create capacity for community-driven user research as key planning methodology for new neighborhoods		
B Public Realm Network	Design signature spatial typologies that will define the District, and apply them to the Quayside context	N/A	Malleable Plazas, Adaptable Streets, Water's Edge, Character Bridges, Elevated Spaces, and Animated Underpasses		N/A	
C Flexible Infrastructure	Develop a microclimate system that makes the outdoors usable year-round	R&D + on-site prototypes of outdoor comfort system	Outdoor comfort system including pathways, plazas and pop-ups	Make outdoor comfort system truly plug and play at a low-cost, so that it is integrated into all aspects of experience		Explore application to the rest of the city
	Deliver the 'holy grail of pavement' a modular, heated, dynamic, and permeable streetscape	R&D with partners in various geographies (e.g. heated pavement in Alaska), culminating in on-site prototype	Modular, heated, dynamic, and permeable elements	"Holy Grail" scenario -- fully modular, heated, dynamic, and permeable		Explore application to the rest of the city
D Programming	Give people the tools to be creators of the public realm - across Nature & Ecology, Play & Recreation, Arts & Entertainment, Civic & Community and Production & Commerce	Testing of programming at 307 LSBE: creative play, urban ag, pop-up retail etc.	Implement gateway program	Highlight nature-driven programs	Implement programs that leverage existing industry (e.g. future of entertainment district)	N/A
E Governance & Maintenance	Build an integrated digital governance and maintenance system that expands access and delivers exceptional service at a viable cost	N/A	Deploy data-driven G&M platform, including bookability system	Deploy G&M best practices at scale		Explore integration with citywide G&M model

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78

How it all comes together: Designing for integrated experiences



Example 1

New Canadian food entrepreneurs incubate a restaurant in an outdoor marketplace powered by an app that makes it easy and cheap for anyone to access a stall for a 1 month trial. This marketplace is then sited in a malleable plaza around the silo, its use is enhanced by paving that turns over the surrounding streets to pedestrians on weekends, and the operations are optimized via a digital asset management platform.

How it all comes together: Designing for integrated experiences



Example 2

Recent retirees host an Audubon Society gathering in a outdoor meeting room, built into a hill on Villiers Island, which they reserved through a simple online booking system. The space is weatherized with translucent wind shades that still preserve the connection to nature. After the meeting, the group decides to take a walk along the water's edge promenade, which is planted with native species that attract migratory birds. They take lots of photos, a selection of which are projected on the Silos that evening.

Public Realm:

Progression of Pillar Vision



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Sidewalk Toronto Proprietary and Confidential

We are using an unprecedented combination of data sources to understand local needs and inform design of public spaces



Qualitative Data

Park People + Doblin



Ethnographic Immersion

In depth interviews in Torontonians' homes to understand their authentic experiences and perspectives



Research Walks

Walks in a diverse mix of popular public spaces to understand what 'works' vs. could be improved upon in the District



Intercept Interviews

Interviews and observations in the street to triangulate and evaluate early research conclusions



Quantitative Data

Model Lab



Cell Data Analytics

Quantitative counts of user activity and demographic analysis of visitors to the waterfront and other 'hot spot' recreational locations for comparison

Research focuses on people from diverse cultural backgrounds who are active in their communities, yet they do not participate in formal public engagement



Sample Anonymized Respondents

Natasha

34, Female, Mount Denis

Informal Engagement: Organizer

Formal Engagement: Never

Waterfront Visits/Year: 1 - 2

Natasha works at a small restaurant in the West End. In her spare time, she teaches a cooking class at a community kitchen. She recently moved back into her family home with her young daughter, in order to take care of her aging mother. She likes to bring her daughter to festivals downtown, but struggles to carve out the time in her busy schedule.

Farhad

25, Male, Scarborough

Engagement level: Attends events

Formal Engagement: Never

Waterfront Visits/Year: Never

Farhad moved to Toronto ~6 months ago. He is originally from Iran, where he experienced threats on account of his sexual orientation - he identifies as gay - allowing him to qualify for refugee status. He has a teaching degree and is currently looking for work as a tutor. He enjoys hanging out in Barbara Hall Park, and has begun attending events at the 519.

Mei

60, Female, Chinatown

Engagement level: Volunteers

Formal Engagement: Never

Waterfront Visits/Year: 6 +

Mei is a former IT specialist who retired early due to a chronic illness. To stay healthy and in shape, she walks around her neighborhood everyday with her partner, and will sometimes volunteer at a nearby community garden. She has a young adult son who lives in the East End. As a special treat, he will sometimes take her to events at HarbourFront Centre.

Public Realm:

Progression of Pillar Vision



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84

We have fleshed out six signature spatial typologies
that will define open space in the District



Conceptual Site Application



- Malleable Parks/Plazas
- Adaptable Streets
- Water's Edge
- Character Bridges
- Elevated Spaces
- Animated Underpasses

1. Malleable Plazas, which are central gathering points built with kinetic infrastructure, enabling the space to continuously re-configure to meet different needs throughout the day and throughout the seasons. The plazas should be inclusive of all types and ages – they should give the public a chance to take over space and play a role in programming.

2. Adaptable Streets, which range from small, pedestrian-only paths to multi-modal transitways, creating a network that dynamically allocates space across vehicle, bicycle, and pedestrian transit. These streets are able to react real time and adapt to use and demand throughout the day, opening up space to pedestrians whenever possible, include zones for pop-ups.

3. Water's Edge, which include promenades and floating structures that allow the public to connect to and meaningfully interact with Lake Ontario. These elements should facilitate a diverse spread of water-adjacent and water-bound uses, ranging from ecological immersion (e.g. birding), to leisure (e.g. sauna), to sports and recreation (e.g. kayaking).

4. Character Bridges, which should each display a unique identity, offering a compelling gateway for those crossing, while simultaneously creating opportunities to linger. Public life should also stay active under the bridges, fostering a pleasant experience for those passing by on boat, bike, pedestrian.

5. Elevated Spaces, which consist of a series of second - fourth floor parks, adjacent to elevated retail corridors. These spaces – whose program may range from lush community gardens to bookable outdoor community rooms – help expand the amount of public space available, while still preserving a dense, mixed-use urban environment.

6. Animated Underpasses, which are brought to life by interactive media experiences that engage the senses and creating a welcoming pathway to the District. Each underpass should have its own personality, while still providing a carefully considered introduction to the identity of Sidewalk Toronto.

Across categories, we will create a porous transition between public space and the ground floor

A large blue rectangular graphic is overlaid on the slide. It features a white double-headed arrow at the top. On the left side, the word "OUTDOOR" is written in white capital letters. On the right side, the word "INDOOR" is written in white capital letters. In the center, there is a large amount of white text that reads:

We have a unique opportunity to design complementary programming in outdoor and indoor spaces, and to build permeable facades that will foster a seamless transition between these two worlds

1 for people to strengthen their relationship to nature in the heart of the City

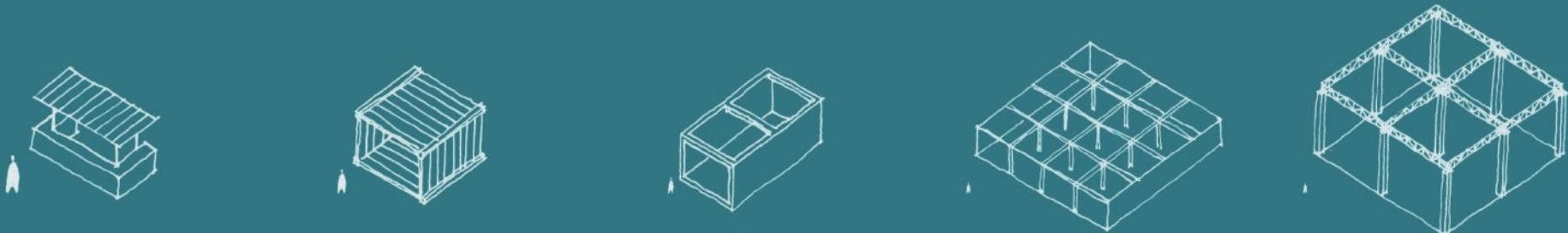
2 Weave urban spaces together to provide opportunities for recreation across ages and ability

3 Open up the streets to life and gives everybody the opportunity to create

4 Bring people together for the mixing of cultures and exchange of ideas

5 Encourage entrepreneurship and transparent production to generate unique and meaningful retail

We are using a size-based typology to think through ground floor units



Pico

< 100 SF
Multiple Clustered
Many Operators
Daily Flexibility
Not Serviced
Retail / Community

Micro

100 SF - 300 SF
Multiple Clustered
Monthly Flexibility
Serviced
Retail / Community /
Production

Deca

1,000 - 2,000 SF
Single/Double Aspect
Single Operator
Monthly/Seasonal Flexibility
Serviced
Reliable
Retail / Community /
Production

Mega

2,000 SF - 6,500 SF
Single Operator
Yearly Flexibility
Serviced
Reliable
Destination
Retail / Community /
Production

Giga

> 6,500 SF
Single Operator
Yearly Flexibility
Serviced
Reliable
Destination
Retail / Production

Public Realm:

Progression of Pillar Vision



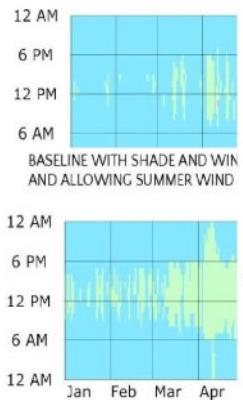
	VISION	EARLY ACTIONS	QUAYSIDE	VILLIERS	PORT LANDS	TORONTO
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94

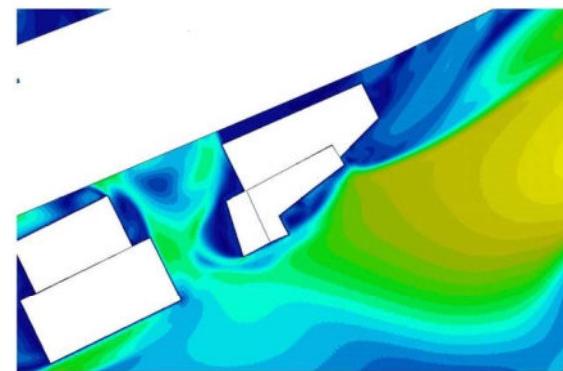
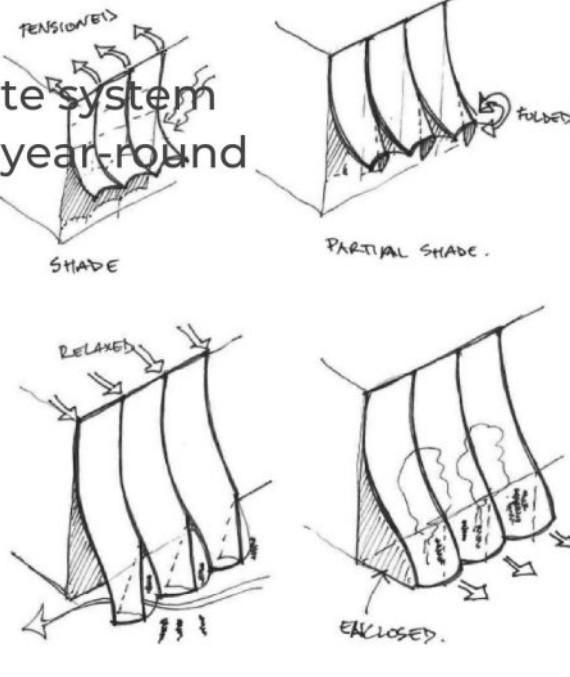
We are developing a microclimate system that makes the outdoors usable year-round

BASLINE - CURRENT



Comfortable Annual Hours: 59%
Comfortable Occupied Hours: 67%

Goal
**Double Toronto's
usable outdoor
hours**



Part 1
**Develop an
adaptable, low
cost 'kit of parts'**

Part 2
**Respond to
real world
weather data**

We will apply architectural mitigation based on environmental conditions (season, program and space)



Season



Sunny, windy,
precipitation,
etc

Program



Play, knowledge
work, relaxation,
town hall, etc

Space



Open plaza space,
building edge condition,
canopy condition

Technology



Sensors and analysis
tools, "smart" mitigation,
e.g. radiant benches,
automated weather
mitigation deployment

Material



Architectural mitigation,
e.g. canopies, wind
screens, landscape
strategies

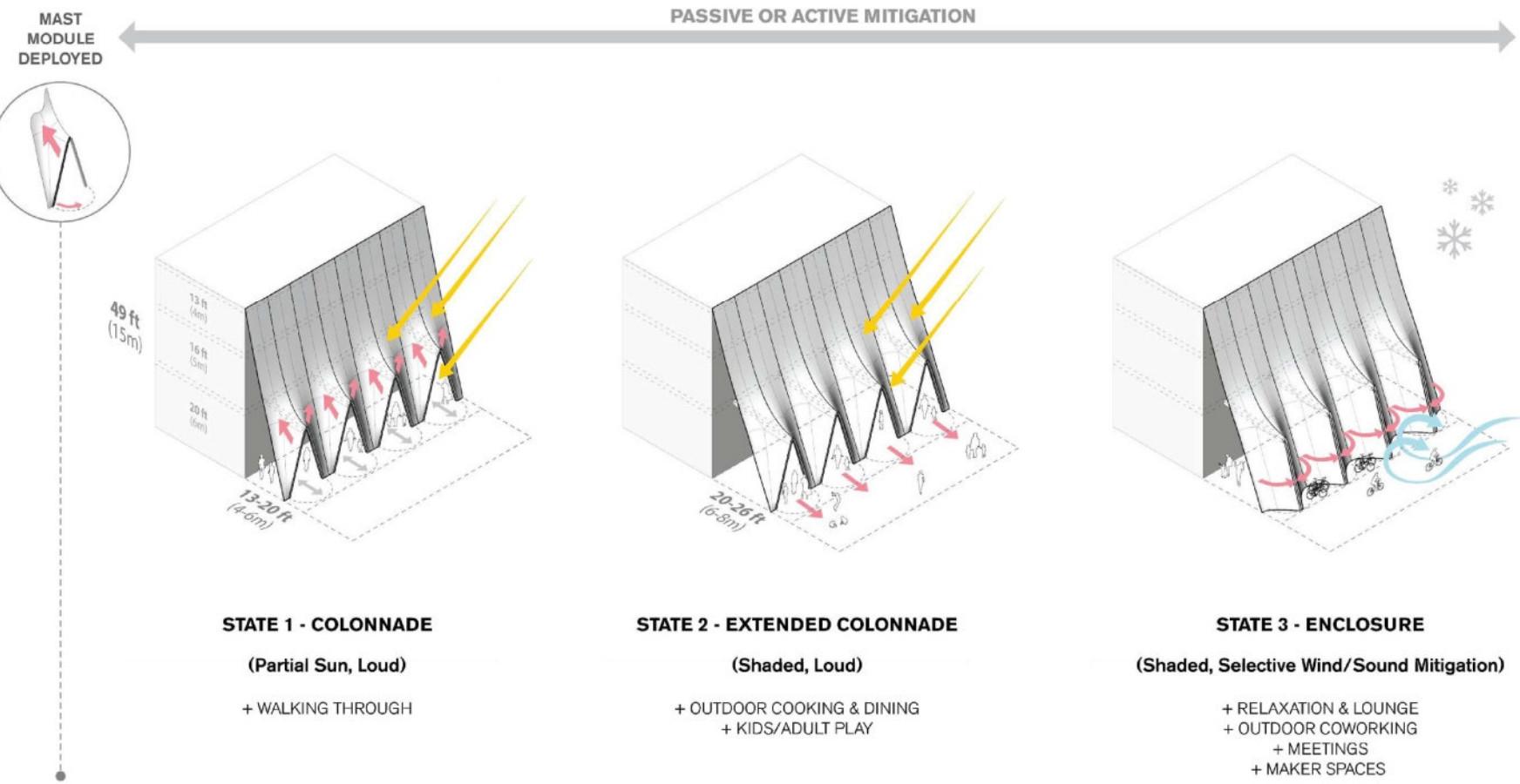
C1. Flexible Infrastructure: Outdoor Comfort

The low-cost “kit of parts” is deployed strategically throughout the seasons

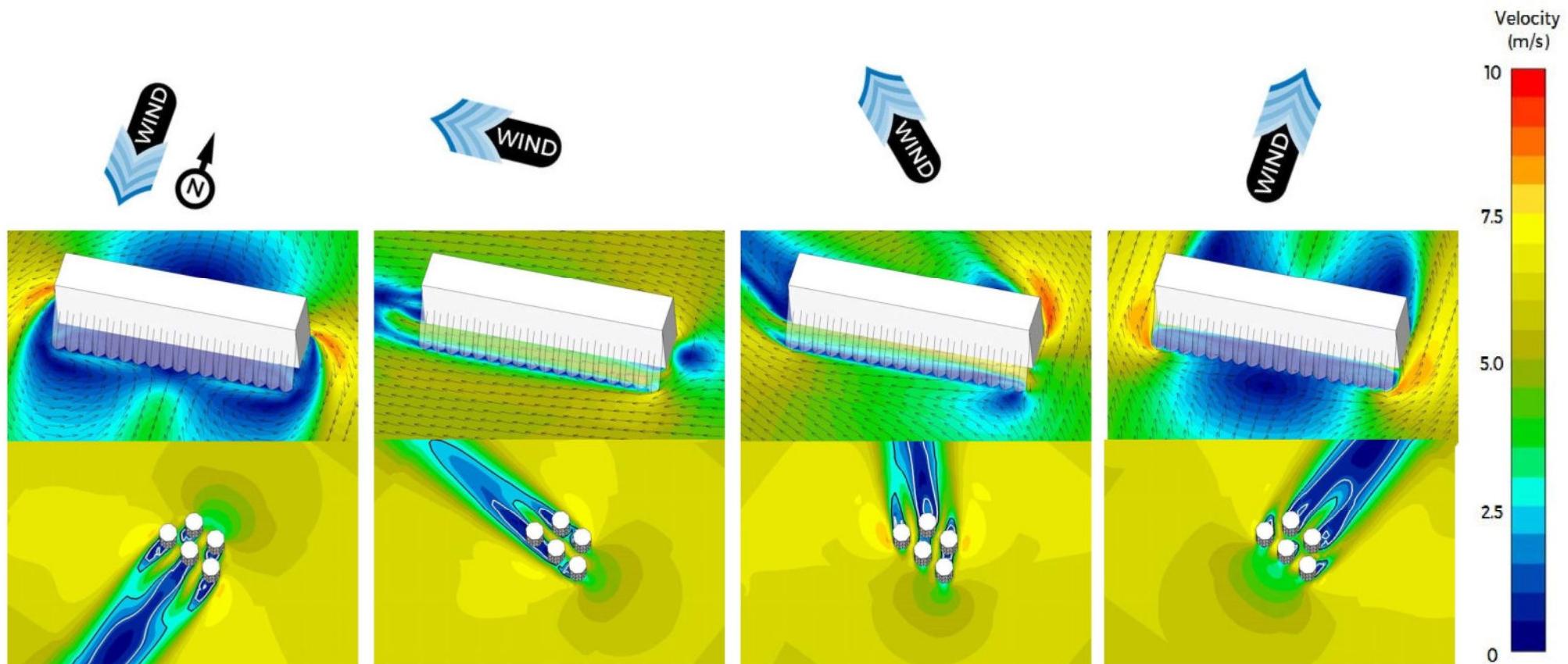
Capabilities							
Limitations							
Infrastructure Requirements							
Programmatic Alignments							
Cost							



Example – Mast



Micro-simulation and real time weather sensing will inform all of our decisions



Public Realm:

Progression of Pillar Vision

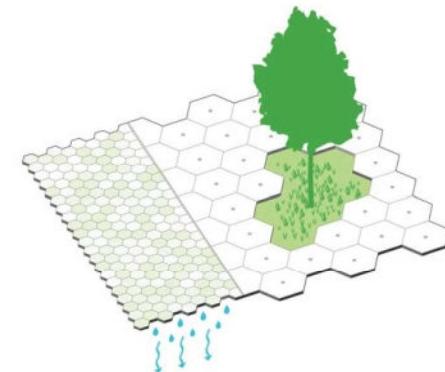
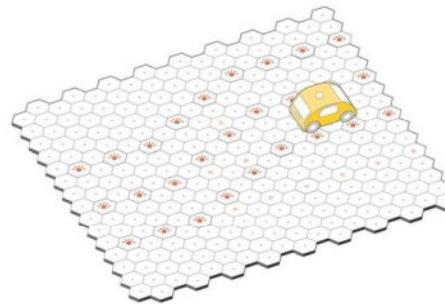
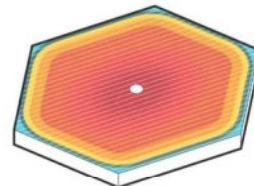
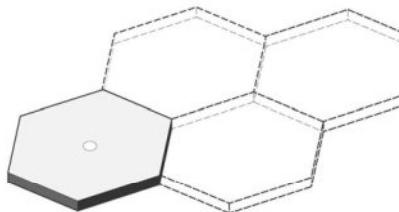


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100

We are investigating how to deliver the “Holy Grail” of Pavement



Modular

Precast slabs to enable efficient maintenance and replacement

Facilitates less disruptive maintenance and access to below grade network services, and creates ability to upgrade and evolve the streetscape as new technologies emerge

Heated

Conductive concrete to clear snow and ice

Eliminates the need for plowing and salting, thereby improving safety, facilitating all-season use, and minimizing ecological damage to aquatic resources

Dynamic

LED lights to signal changes in road use throughout the day

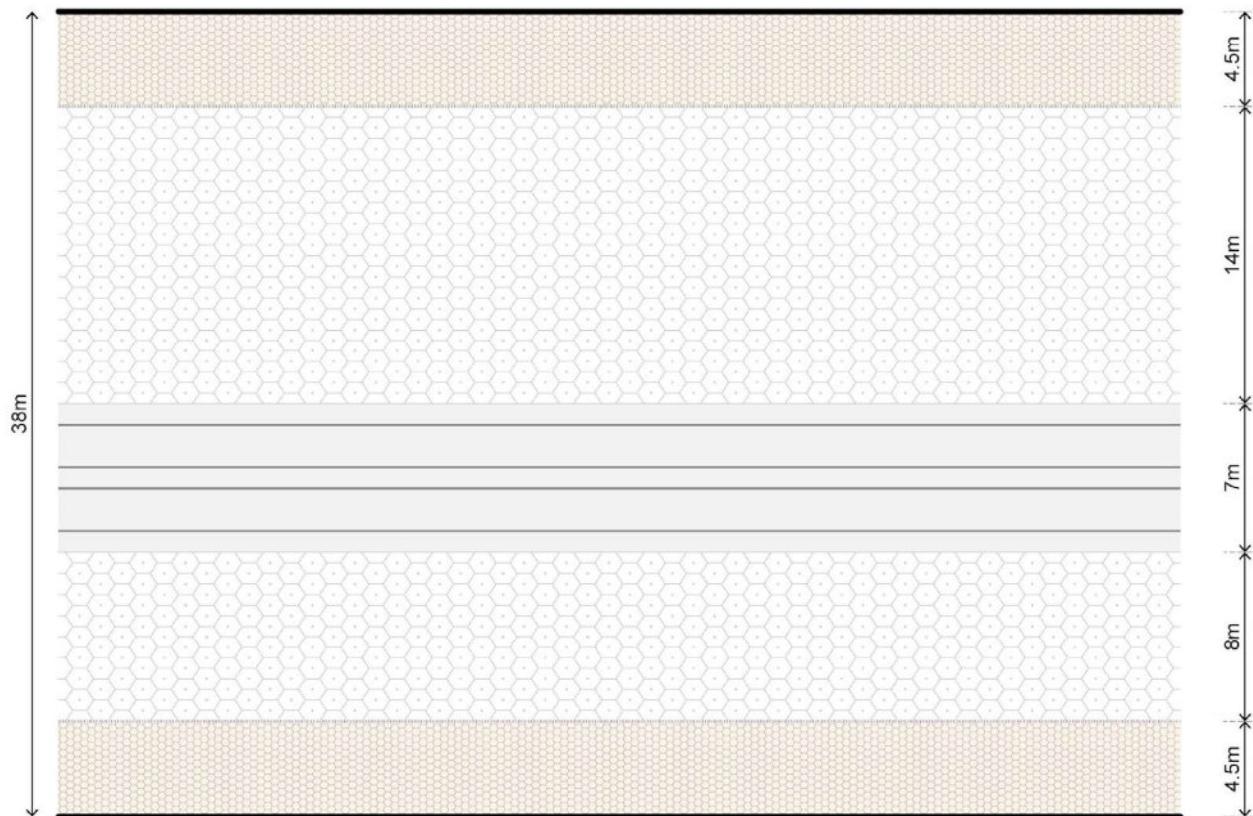
Allows for efficient and safe allocation of shared lanes across pedestrian, bike, and cars, bringing to fruition a key feature of the AV streetscape

Permeable

Porous materials to enable stormwater to percolate

Paving and greenscape provides a core element in an integrated stormwater management system that prioritizes upstream capture and retention, and improvement of water quality

Multimodal Transit Corridor – Applied Vision

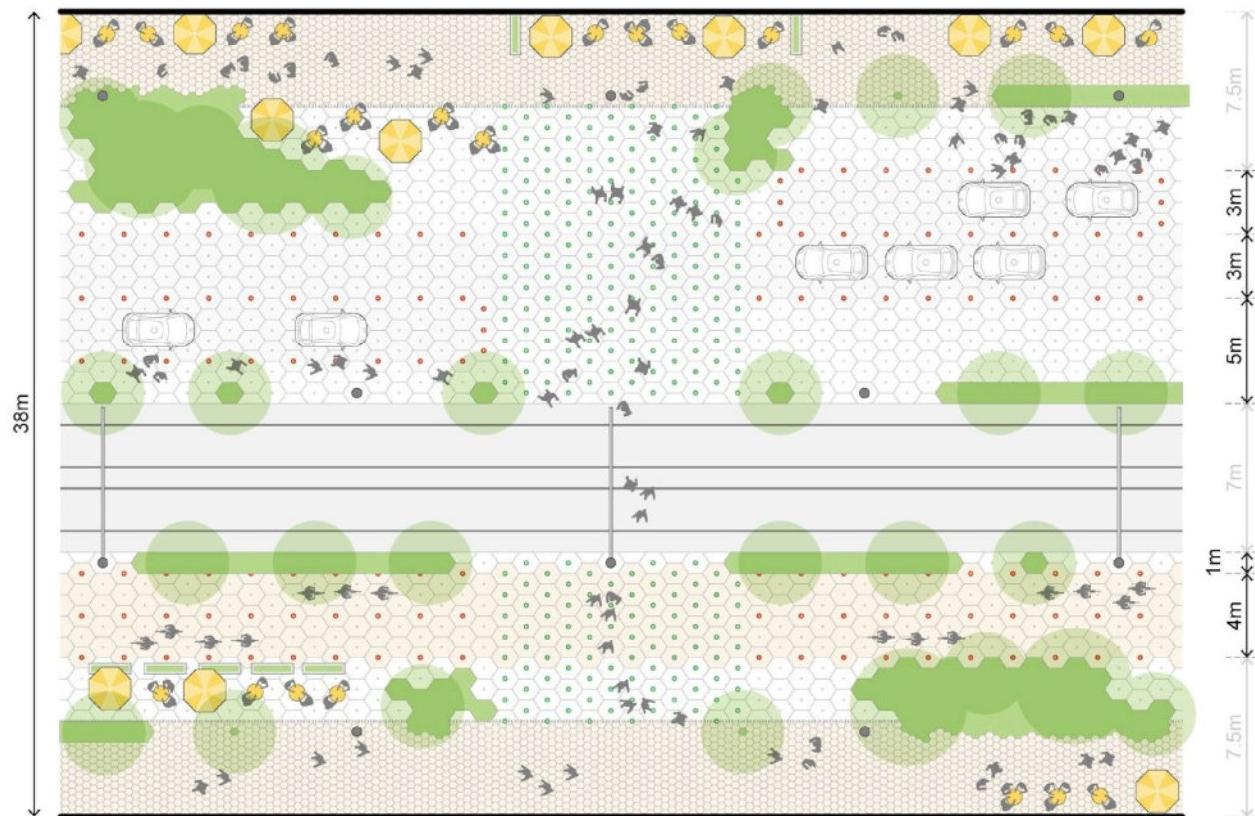


The first 4.5m from building facade is a pedestrian-only space. We will use a small scale, heated hexagonal module in these areas, plus a row of permeable pavers in the gutterway

While the entirety of the ROW is understood as a flexible space, these remaining areas are ultimately what support flexibility through their ability to adapt to different mobility configurations

The following slides illustrate a series of potential configurations in order to demonstrate flexibility, organized from max mobility to max pedestrian

Multimodal Transit Corridor – Applied Vision



Westbound AV pick-up / prop-off

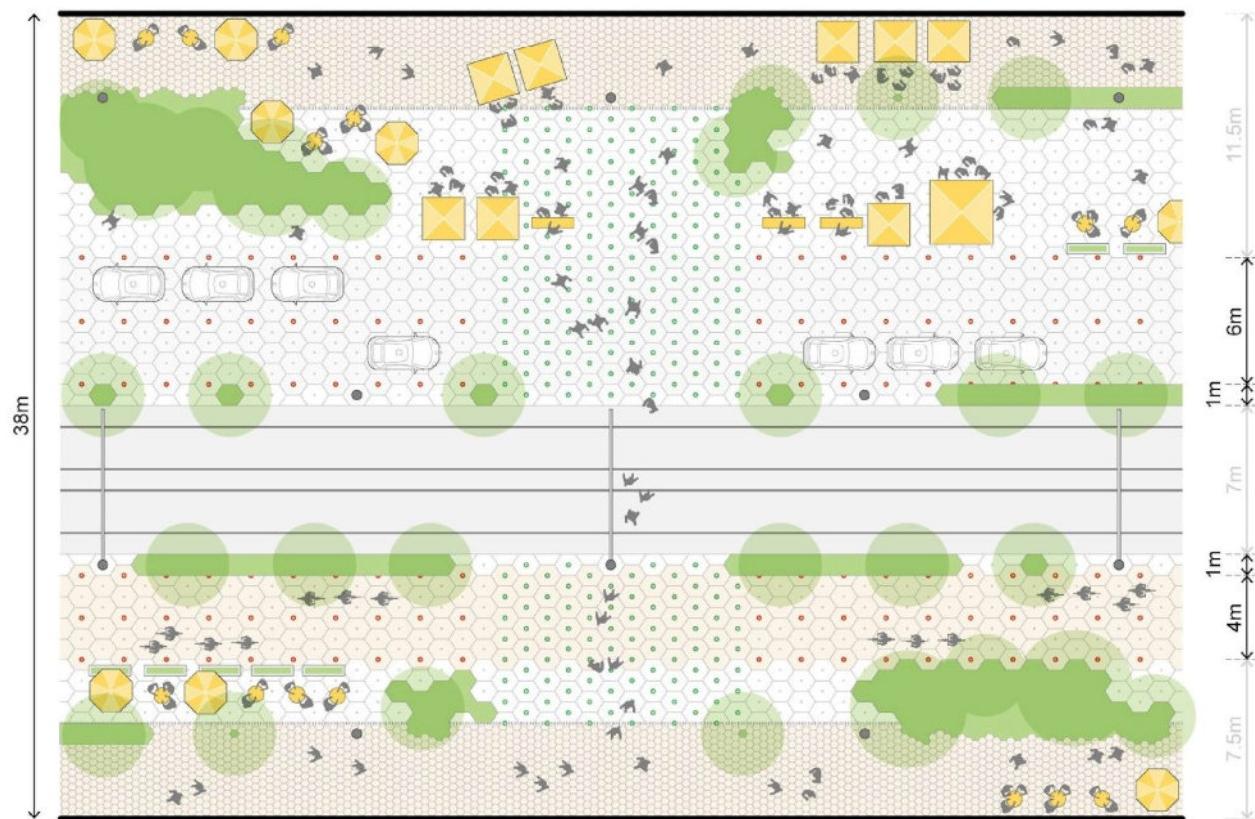
Bi-directional AV travel lane
(reduce pedestrian crossing length)

Eastbound AV pick-up / drop-off
& landscape

Buffer Zone for comfort, and trees/poles

Two-way cycle track, heated

Multimodal Transit Corridor – Applied Vision



Expanded sidewalk area to support pedestrian programming

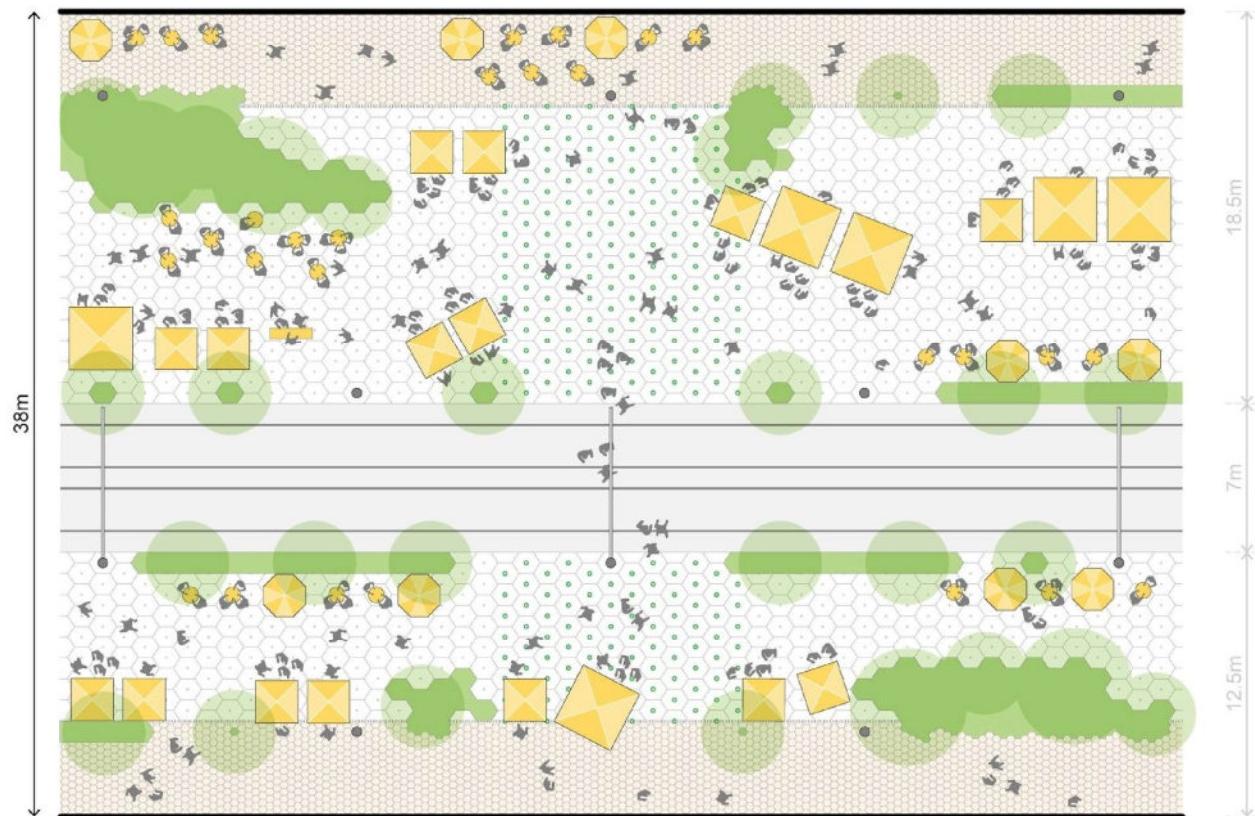
Two-way AV travel lanes

Buffer Zone for comfort, and trees/poles

Buffer Zone for comfort, and trees/poles

Two-way cycle track, heated

Multimodal Transit Corridor – Applied Vision



AV travel temporarily re-routed
to adjacent street

Cycle track temporarily re-routed
to adjacent street

The Holy Grail is unprecedented – our research is focused on addressing exciting challenges



01

Technical Viability

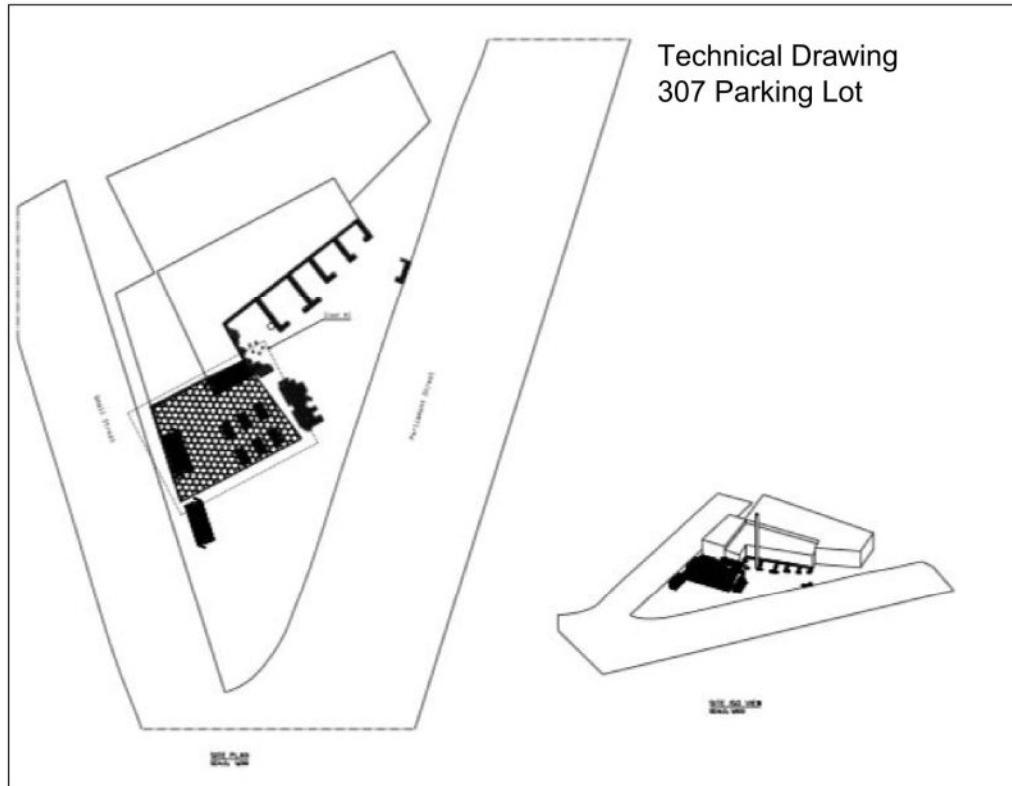
The holy grail suite of technologies have never been deployed en masse; while there are interesting companies in heated and dynamic pavement, the technologies are still experimental

02

Regulatory Viability

The process of showing that the holy grail streetscape is safe and cost effective to deploy is a long term game, which will involve extensive testing

Pavement Technical Test Site: 307 LSBE, Parking Lot



- We are working with a local precaster, who will replicate hexagonal modular pavement slabs
- In the first round of prototyping (Q3), we are testing products from a suite of specialized vendors to get a comparative read on how different technologies perform (e.g. we are trying a number of different heating materials)
- As prototyping progresses, we will attempt to combine all four attributes into the streetscape

Public Realm:

Progression of Pillar Vision



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108

What is our program trying to achieve?

OBJECTIVE DEEP DIVE

MORE TIME SPENT OUTDOORS, TOGETHER

Foster happy and healthier communities through a vibrant, porous public realm that gives people new levels of agency over their environment

MORE COMMUNITY SPACE

Create a public realm network that gives everyone convenient access to green spaces and shared amenities, ranging from small community parks to large plazas to bookable community rooms

MORE USES

Expand what's possible for all ages and abilities on water and land, emphasizing a diverse spread of uses that foster serendipity and take advantage of porous indoor/outdoor, land/water spaces

MORE HOURS, MORE SEASONS

Create flexible infrastructure that keeps the public realm vibrant ~18 hrs/day and usable year round, from the heat of the summer to the depths of the winter

MORE COMMUNITY EMPOWERMENT

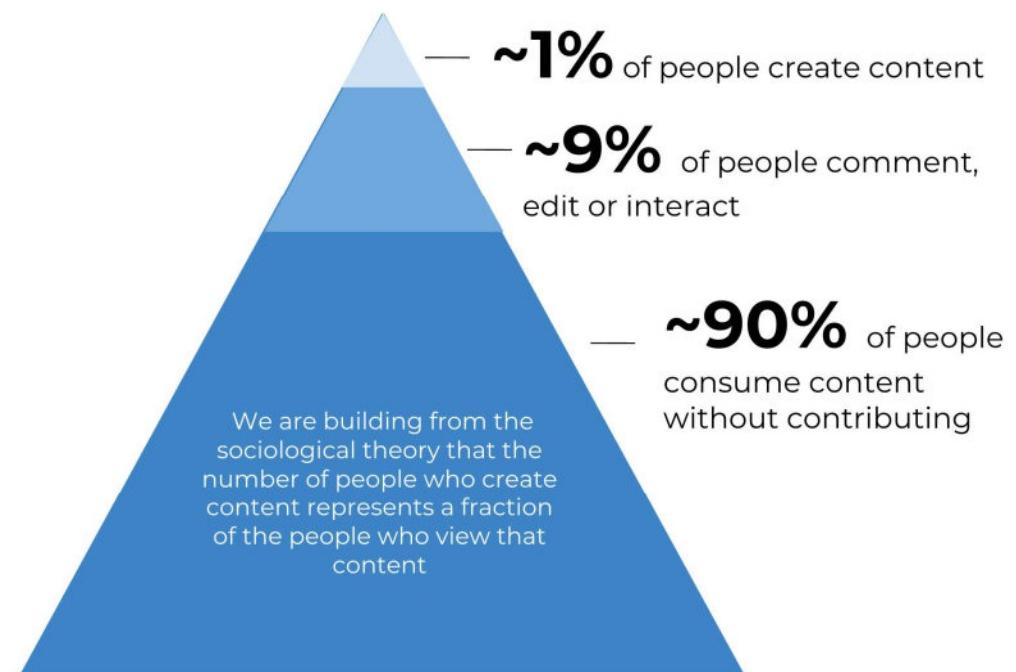
Welcome a diverse community of residents, Torontonians, and visitors from all walks of life, and empower them to be creators and stewards of the public realm

How we are going to deliver on these objectives?

Give people the **tools** to be **creators** of the public realm

- We are presuming that a small yet diverse community of creators will be the primary drivers of flexible programming elements
- The experiences they produce will create an eclectic and vibrant public realm enjoyed by all who pass through the neighbourhood

Gradients of Participatory Culture



We are applying this creator logic across five thematic program categories

Community

Production & Commerce

1 Create opportunities for people to strengthen their relationship to nature in the heart of the City

2 Weave public urban facilities that provide opportunities for recreation across ages and ability

3 Bring the streets to life and gives everybody the opportunity to create

4 Create coming together places that bring people together for the mixing of cultures and exchange of ideas

5 Encourage local entrepreneurship and transparent production to generate unique and meaningful retail

Our vision is inspired by avant garde precedents from around the globe

Example Precedents – Arts & Entertainment

Public Art



Nantes Public Art Program

s-Canvas



Open Studio



Secret Cinema, London

City-As-Installation



Moment Factory Lumina

Stage Network



Floating Cinema, London - Winter

Stage Network



Floating Cinema, London - Summer

Public Realm:

Progression of Pillar Vision



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113

We are exploring how technology can facilitate governance and maintenance of shared spaces and assets



Transform the user experience

Increase public assets available to the community, and empower average people to easily interact with these assets

1 Bookable Spaces, e.g. Outdoor ovens, classrooms, community rooms

2 _____ - Share, e.g. Kayaks, fishing rods, communal tools

3 Content Platforms, e.g. Silo projection, pop-up retail

Inspire stewardship

Increase community participation in maintenance, reduce costs, and improve quality of service

1 Crowdsource to enable responsive space management and reporting of maintenance needs

2 Measure utilization to direct resources more effectively

3 Leverage autonomous systems to reconfigure space and help with basic tasks

We are trying to identify the appropriate management entity to deliver heightened levels of programming and services



Management Entity Examples

Conservancy - The Bentway



BIA - St. Lawrence Market



Public Realm Discussion

Cariaga, Flordeliza (INFC)

Subject: *Updated materials* Buildings/Housing affordability Sidewalk Labs pillar discussions
Location: ALGONQUIN ROOM - 2nd floor, 900 Bay St. and via teleconference

Start: Thu 2018-06-07 8:00 AM

End: Thu 2018-06-07 12:00 PM

Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Zegarac, George (MOI)

Agenda attached:



Agenda – Buildings and Housing Affordability

Subject: Buildings and Housing Affordability

Date: June 7, 2018

Time: 8:00-12:00

Location:

Invitees:

- Karim Kalifa, Director Buildings Innovation, Sidewalk Labs
- Steven Turell, Associate Director Development, Sidewalk Labs
- Johanna Greenbaum, Planning and Development Director, Sidewalk Labs
- Micah Lasher, Head of Policy and Communications, Sidewalk Labs
- John Brodhead, Director of Policy and Strategy, Sidewalk Labs
- Habon Ali, Policy Associate, Sidewalk Labs
- Leslie Gash (WT), VP Development, Waterfront Toronto
- Rei Taska (WT), Design Project Manager
- Ed Chalupka (WT), Director, Government Relations
- Jeff Ross (WT), Development Manager
- Aaron Barter (WT), Innovation and Sustainability Manager
- Jayne Naiman (City), Project Manager Waterfront
- Sean Gadon (City), Director Affordable Housing Office
- Costanza Allevato (City), Director Community Resources
- Laurie LeBlanc, Deputy Minister, Ministry of Municipal Affairs/Ministry of Housing
- George Zegarac, Deputy Minister,

1. Introduction – Quayside (WT/Sidewalk Labs)

2. Buildings and Housing Affordability Elements (WT/Sidewalk Labs)

Built Environment

- Building Typologies (Loft)
- Construction Methodologies (Tall Timber/Prefab Construction)
- Outcome Based Code
- Occupancy Models
- Financing Structures

3. Potential Pilot Projects (WT/Sidewalk Labs)

- Proto-models of mass timber buildings (10-20 Storey Buildings)
- Micro Apartments (100sf-300sf)

- Flexible Wall Assemblies for flexible uses
- Creation of new Occupancy Models
- Creation of new financing structure

4. Policy Discussion (All)

5. Next Steps





PROVINCIAL LEADERSHIP **PILLAR DISCUSSION**

THURSDAY / 7 JUNE, 2018 / 8AM - 12PM

**PART 1 BUILDING
PART 2 HOUSING AFFORDABILITY**

DAY 1

TUESDAY

5 JUNE 2018

PART ONE

MOBILITY

RIT AGGARWALA

WILLA NG

PINA MALLOZZI

MICHAEL WOLFE

PART TWO

COMMUNITY & CITY SERVICES

ALEXIS WISE

JOANNA LACK

LESLIE GASH

ARIEL KENNAN

DAY 2

WEDNESDAY

6 JUNE 2018

PART ONE

SUSTAINABILITY

CHARLOTTE MATTHEWS

AARON BARTER

PART TWO

PUBLIC REALM

JESSE SHAPINS

CHRIS GLAISEK

DAY 3

THURSDAY

7 JUNE 2018

PART ONE

BUILDING

KARIM KHALIFA

REI TASAKA

PART TWO

HOUSING AFFORDABILITY

JOHANNA GREENBAUM

DAY 3

SIDEWALK TORONTO

Introduction

Provincial Leadership
Sidewalk Toronto Pillar Leads

Quayside: A New Approach



WATERFRONTORonto

The Location

12 acres owned by Waterfront Toronto and the City in the East Bayfront and Keating Channel Precinct.

2015: Original Plan

Waterfront Toronto originally intended to dispose of Quayside through a standard real estate RFP.

2016: Course Change

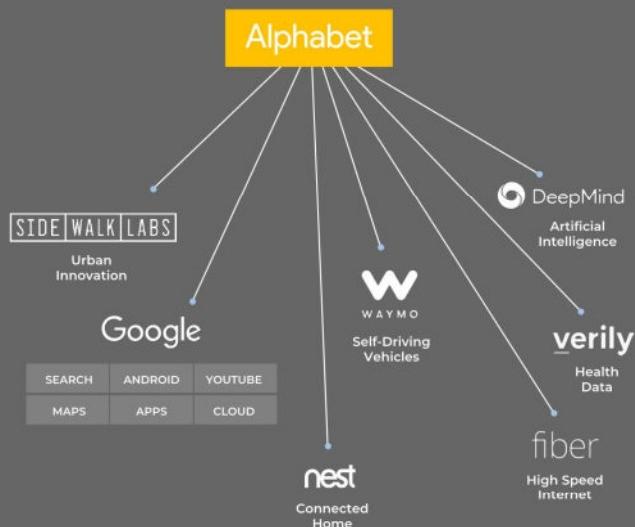
Recognizing that its focus on economic opportunity and environmental sustainability had become the “new normal,” Waterfront Toronto set out to raise the bar for the Quayside project. ARUP and KPMG were engaged help frame a new set of goals and approach for Waterfront and for Quayside.



About Sidewalk Labs



One of Alphabet's "Other Bets"



SIDEWALK'S THREE POTENTIAL BUSINESSES

INNOVATIVE INFRASTRUCTURE REAL ESTATE VENTURE CAPITAL & TECHNOLOGY

Leadership: deep experience in urban and technological innovation



Reimagining the Far West Side



Google Ignites NYC's Tech Explosion



Creating Cornell Tech



Building PlaNYC



Link and On the Go

Closely Aligned Objectives



WATERFRONTORonto

OBJECTIVES

- Create a **globally-significant demonstration project** that encourages market transformation
- Pilot **leading sustainability practices**, while providing a **test bed** for Canada's Cleantech, building materials and technology sectors to support their competitiveness in global markets
- Establish a **complete community** that provides a range of housing, family sizes + income levels within a mix of uses
- Secure **revenue** consistent with Waterfront Toronto's Long-Term Financial Plan objectives, using a **partnership model** that manages financial risk for WT and its partners
- Quayside as **proving ground for district-scale innovation**

OBJECTIVES

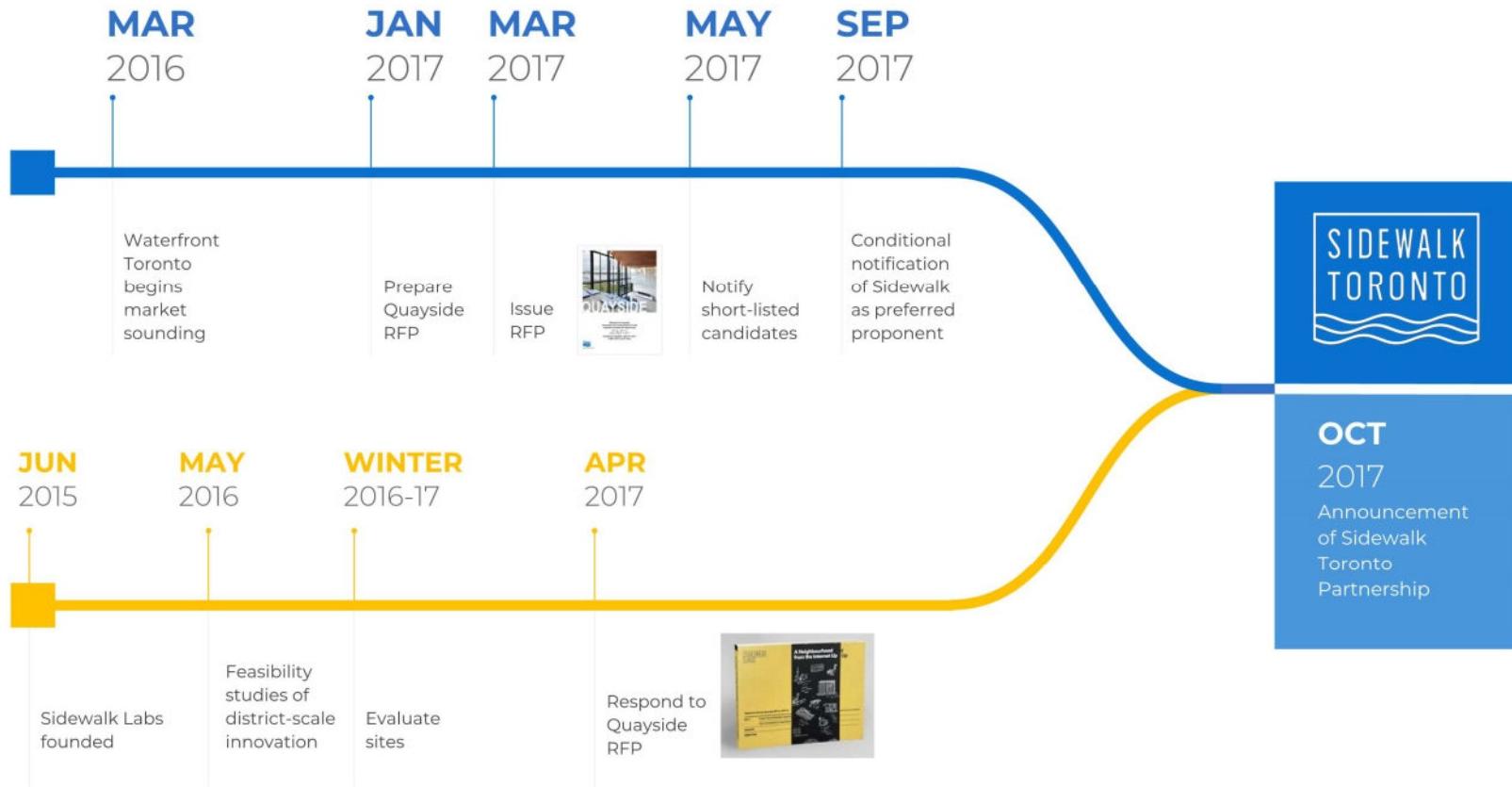
- Establish the world's most **innovative urban district**
- Enable a meaningfully **superior quality of life** including cost of living savings **for a diverse population** of residents, employers, and employees
- Attract and sustain a **diverse twenty-first-century economy**, including a cluster focused on urban innovation
- Provide **financial viability** for long-term investors
- Create a **replicable model** that could be implemented in multiple locations



Timeline



WATERFRONTORONTO



124

Nature of the partnership

Framework Agreement Between Waterfront Toronto and Sidewalk Labs

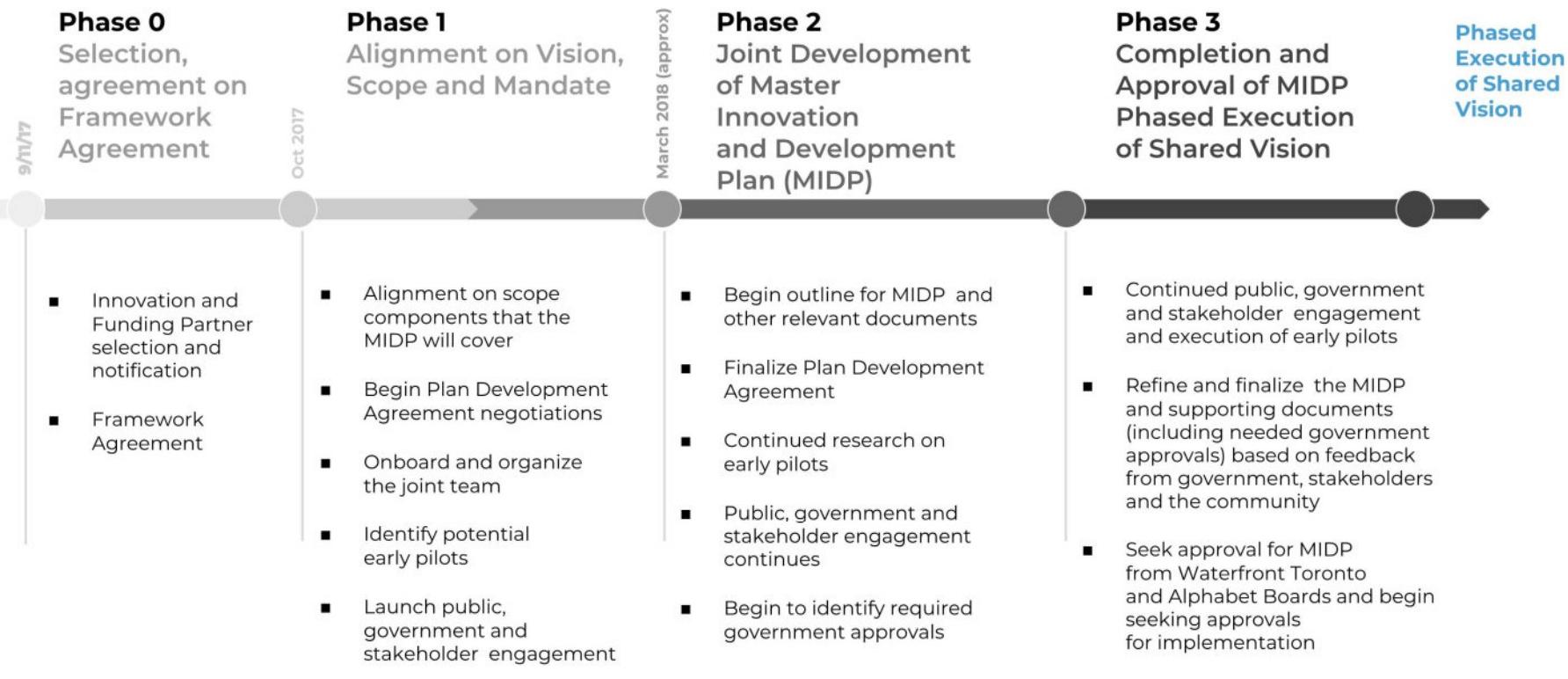


- **Waterfront Toronto and Sidewalk Labs** working as partners in innovative planning and public engagement
 - End result: "Master Innovation and Development Plan"
- **Process** will determine business terms for any forward-going relationship
 - Any land acquisition, disposition, or revitalization will be considered in the MIDP and subject to necessary approvals
- **Jointly produce** plans, pilots, and development sequencing
- **Off-ramps** for both sides
- **Sidewalk Labs** will assume financial risk in this initial stage
- **Sidewalk Labs** will commit up to \$50 million USD to fund that process
 - Funding will pay for costs of plan development, early pilot projects, public engagement, and project staff



Delivering the Master Innovation & Development Plan

Sidewalk Toronto will organize around three core stages to deliver the MIDP

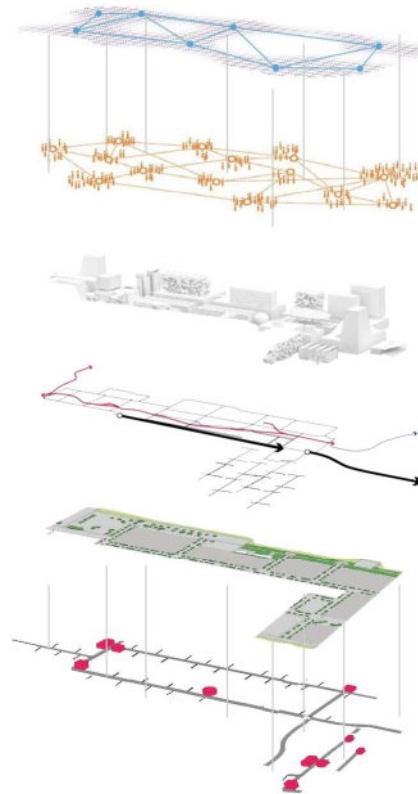


The City as a Platform

The Sidewalk Toronto approach to innovation



- Cities are—and always have been—platforms upon which millions build, over decades and centuries.
- Sidewalk Toronto aims to update that platform for the 21st century, and create a combination of the digital and physical working together as one.
- The digital layer will be a new and transformative element that enables connectivity, access, and data integration across the components of the city's physical layer.
- Digital technology allows for new modes of service delivery, building innovation, mobility services, public realm design, and infrastructure systems. Each of these will be reimagined.



DIGITAL LAYER

PHYSICAL LAYER

The City as a Platform

The Sidewalk Toronto approach to innovation



BUILT ENVIRONMENT	MOBILITY	PUBLIC REALM	SUSTAINABILITY	COMMUNITY	DIGITAL LAYER
					

A built environment that is more usable, efficient, and affordable

A competitive, safer alternative to the private automobile for every trip

A public realm for the entire region that is delightful and vibrant year-round

A truly climate positive community

A close-knit, healthy community with seamless access to vital daily services

Open digital infrastructure that inspires innovation and supports realization of the physical pillars

DAY 3 | PART 1 OF 2

THURSDAY PILLAR

Building Innovation

Karim Khalifa
Rei Tasaka

129

PROVINCE

Building Innovation

Construction Methodologies

Karim Khalifa

Building Innovation: Objectives



- **Adaptability**

Create structures that are more responsive to the needs of its users over time, both on Day 1 and years later

- **Cost Reduction**

Reduce the cost of constructing by leveraging scale through a manufactured approach to buildings

- **Sustainability and Wellness**

Build at the highest sustainability standard which positively impacts the environment, lowers cost of utilities, and improves the occupants' well-being

- **Design Excellence**

Innovative building design and architectural excellence on the waterfront

Building Innovation



Radical Mixed-Use

Flexible structures enable radical mixed-use to occur more quickly and at lower cost—responding not only to market demand today but future needs



Flexible Typologies

Flexible spaces enable an adaptable mix of buildings and uses, helping a complete community meet changing needs for affordable housing options and vibrant amenities



Regulatory Frameworks

Outcome-based code is a new set of simplified, highly responsive rules for real-time monitoring, enabling truly mixed-use development to occur safely



Construction Technologies

Digitized construction modeling, robotic construction, on- and off-site automation, and 3D printing can lower construction costs and compress delivery times



Material Innovation

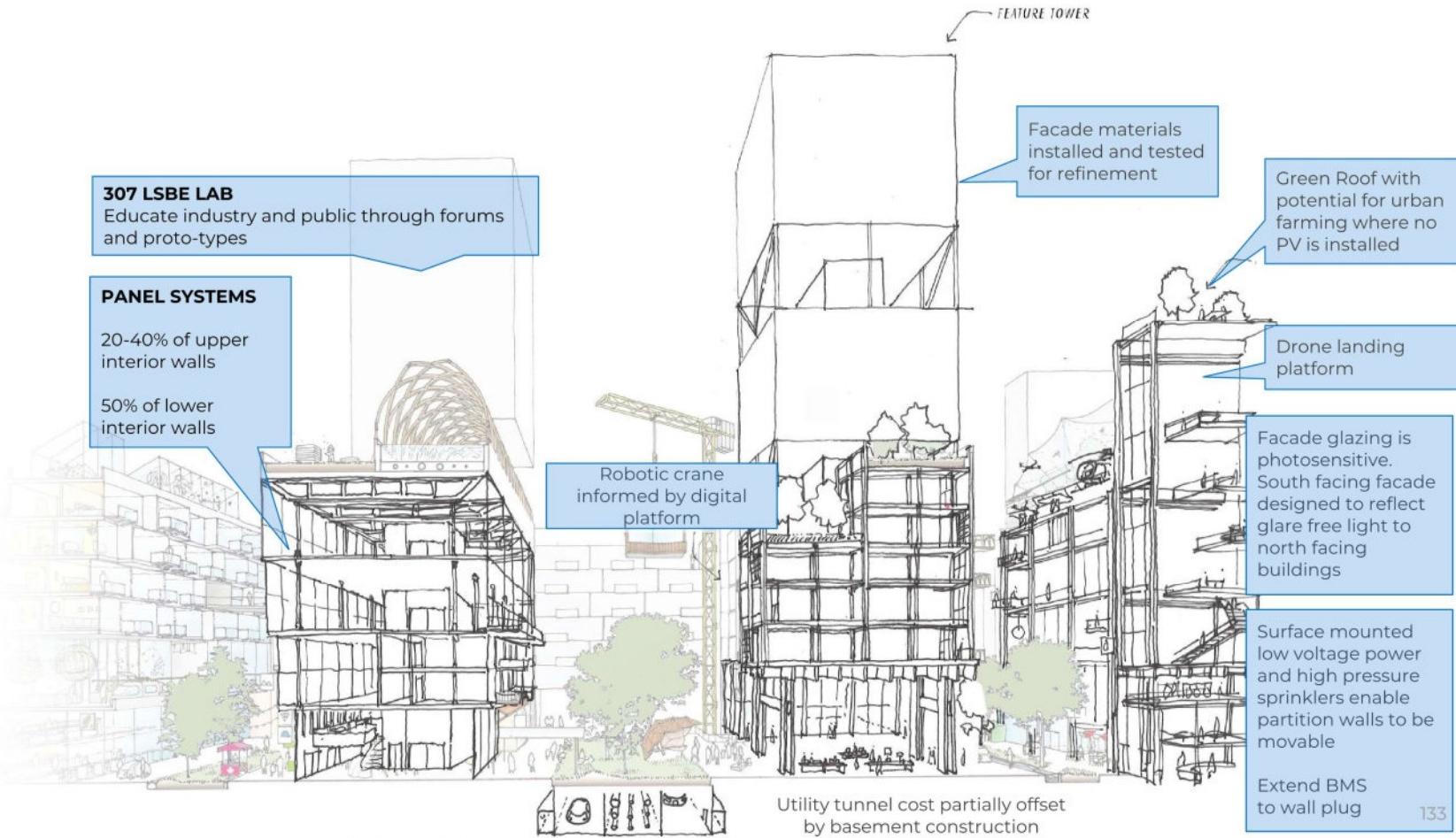
Advanced, sustainable materials can improve design flexibility and affordability. In Toronto, we are focusing on locally-sourced tall timber to achieve cost savings, increased speed of construction, and reduced environmental impact

Building Innovation: Quayside

SIDEWALK
TORONTO

Proto-model building constructed of Tall Timbers to achieve Toronto Tier 1 standard with Cradle-to-Cradle (C2C) material certification

- 10, 20, and 30 storey buildings with building for 5'x5' sections
- 50% C2C of high quality material in QS
- Cost neutral
- First 2 floors of all buildings have Loft typology
- Buildings include mixed-use typology, micro-mixed use
- Tall timber products made by a Canadian family
- Centralized parkade
- One building pilot maximum digital assembly

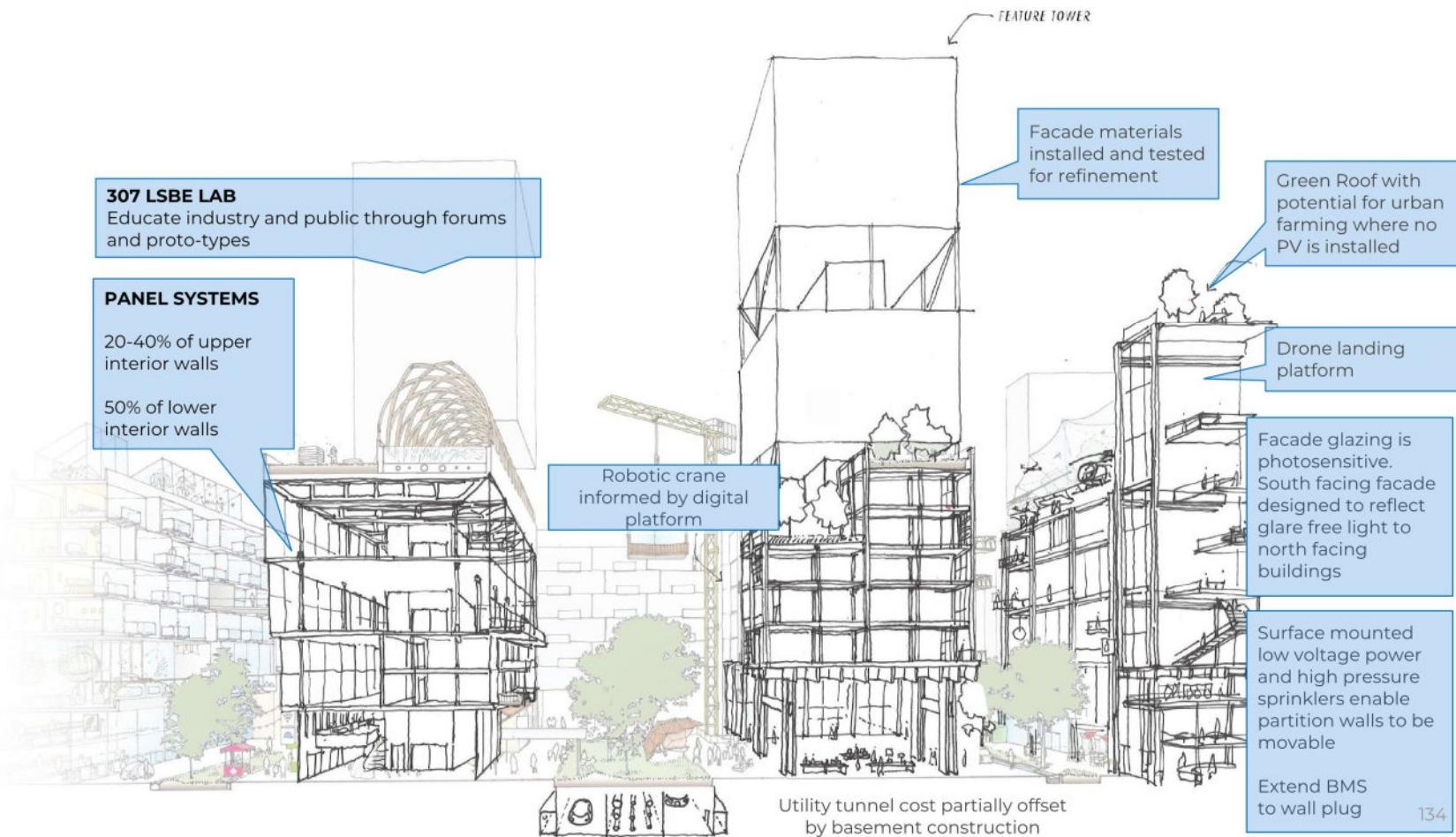


Building Innovation: Quayside

SIDEWALK
TORONTO

Proto-model building constructed of Tall Timber to achieve Toronto Tier 1 standard with Cradle-to-Cradle (C2C) material certification

- **10, 20, and 30 stories** with building footprints of 5'x5' sections
- 50% C2C of high material in QS
- Cost neutral
- First 2 floors of all buildings have Loft typology
- Buildings include mixed-use typology, micro-lots, mixed-use
- Tall timber produced by a Canadian family-owned mill
- Centralized parkade
- One building pilot maximum digital assembly



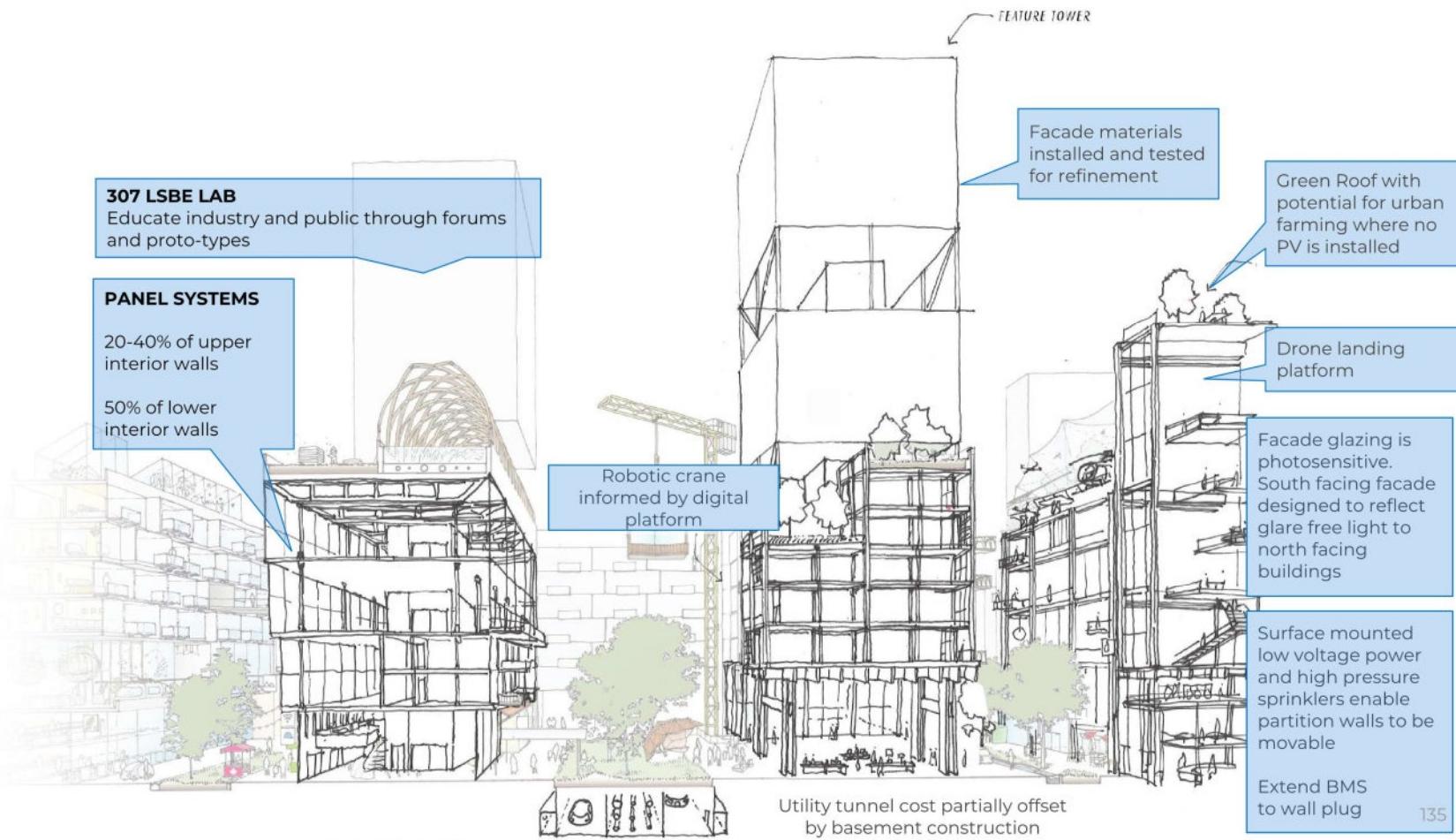
134

Building Innovation: Quayside

SIDEWALK
TORONTO

Proto-model building constructed of Tall Timbers to achieve Toronto Tier 1 standard with Cradle-to-Cradle (C2C) material certification

- 10, 20, and 30 storey buildings with building for 5'x5' sections
- 50% C2C of high quality material in QS
- Cost neutral
- First 2 floors of all buildings have Loft typology
- Buildings include mixed-use typology, micro-mixed use
- Tall timber products made by a Canadian family
- **Centralized parking**
- One building pilot maximum digital assembly

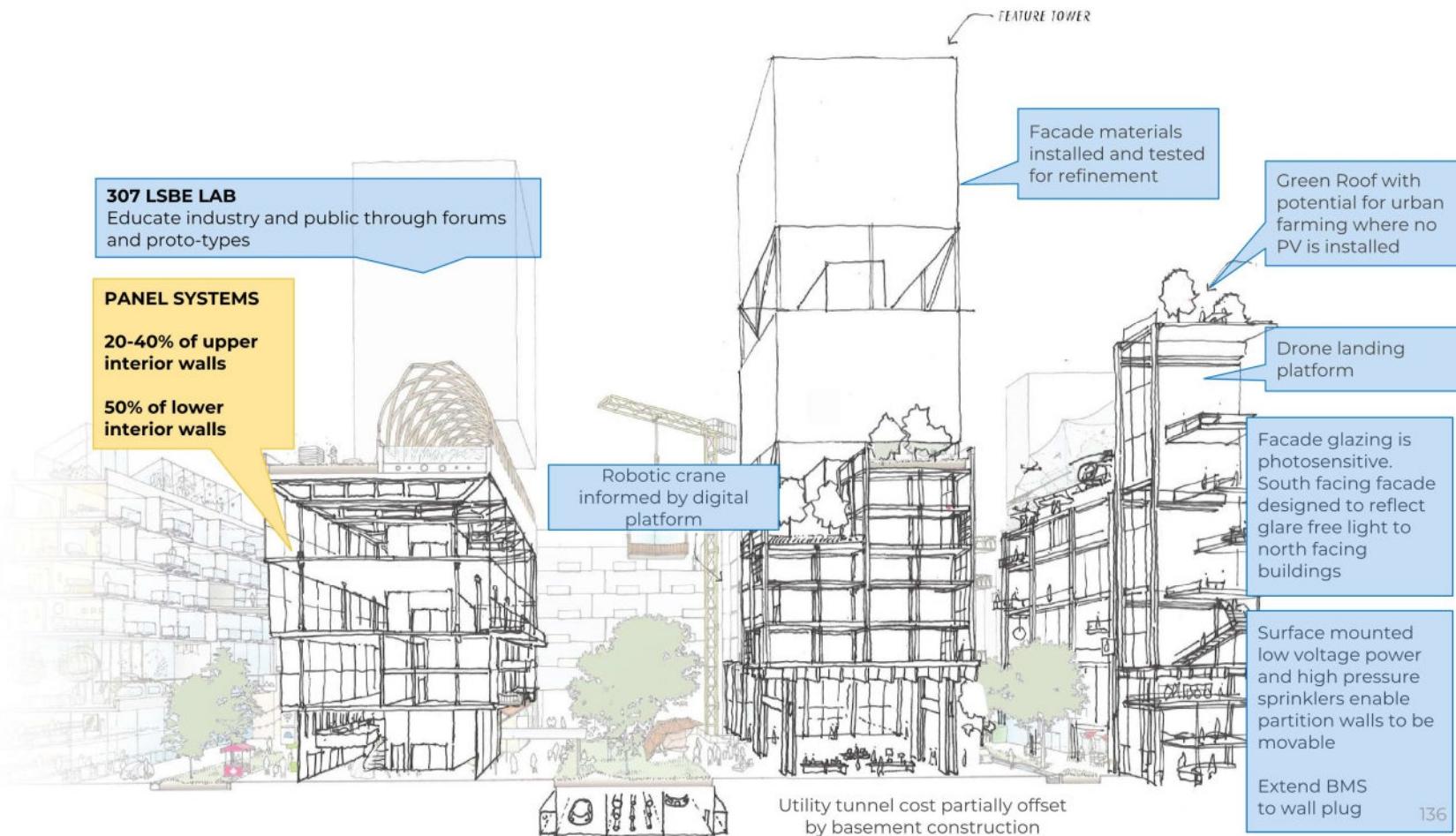


Building Innovation: Quayside

SIDEWALK
TORONTO

Proto-model building constructed of Tall Ti achieve Toronto Tier standard with Cradle (C2C) material certificat

- 10, 20, and 30 sto with building for 5'x5' sections
- 50% C2C of high material in QS
- Cost neutral
- First 2 floors of al have Loft typolog
- Buildings include typology, micro-mixed use
- Tall timber produ by a Canadian fa
- Centralized park
- One building pil maximum digital assembly

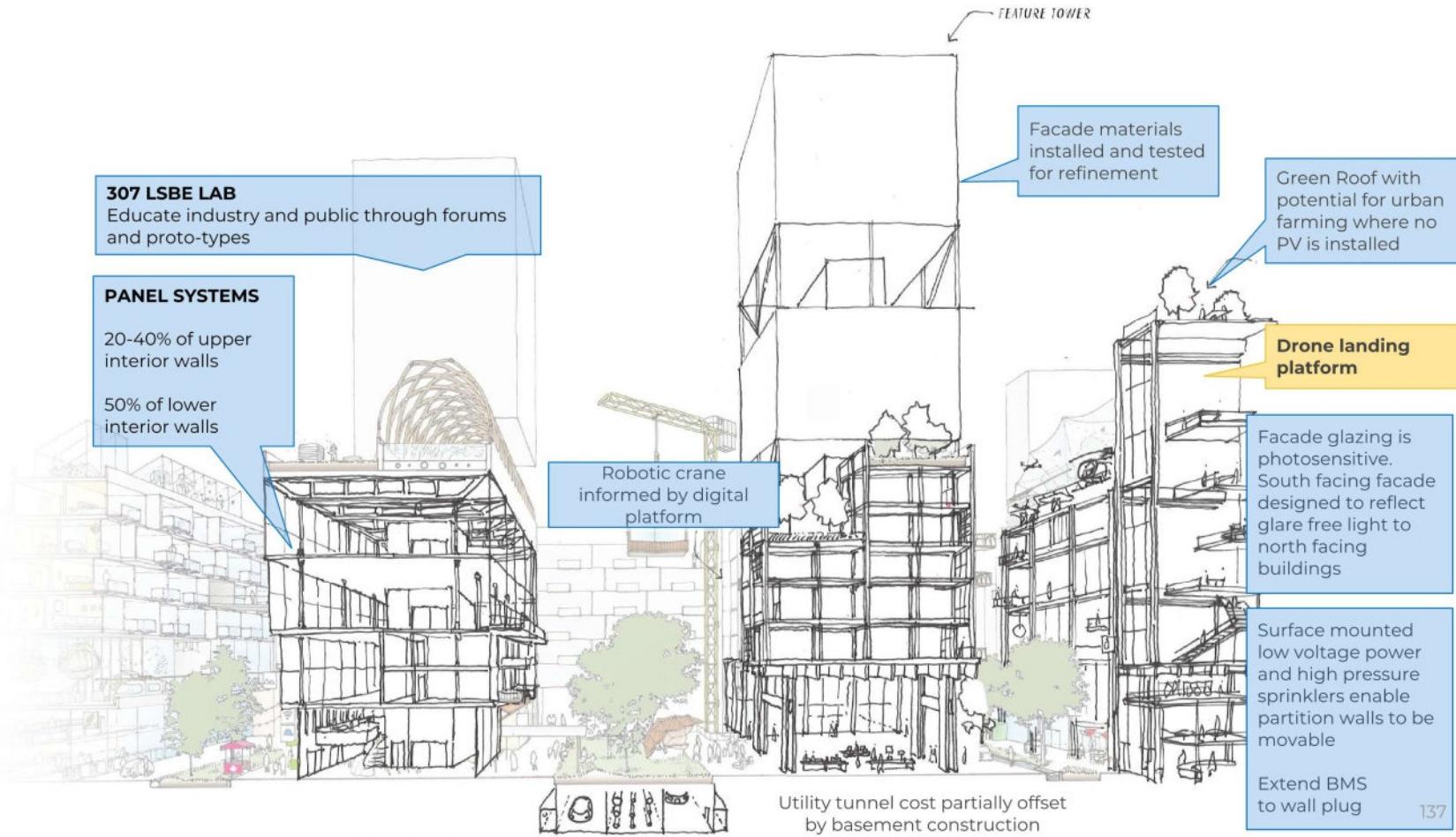


Building Innovation: Quayside

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- Centralized park
- One building pil maximum digital assembly

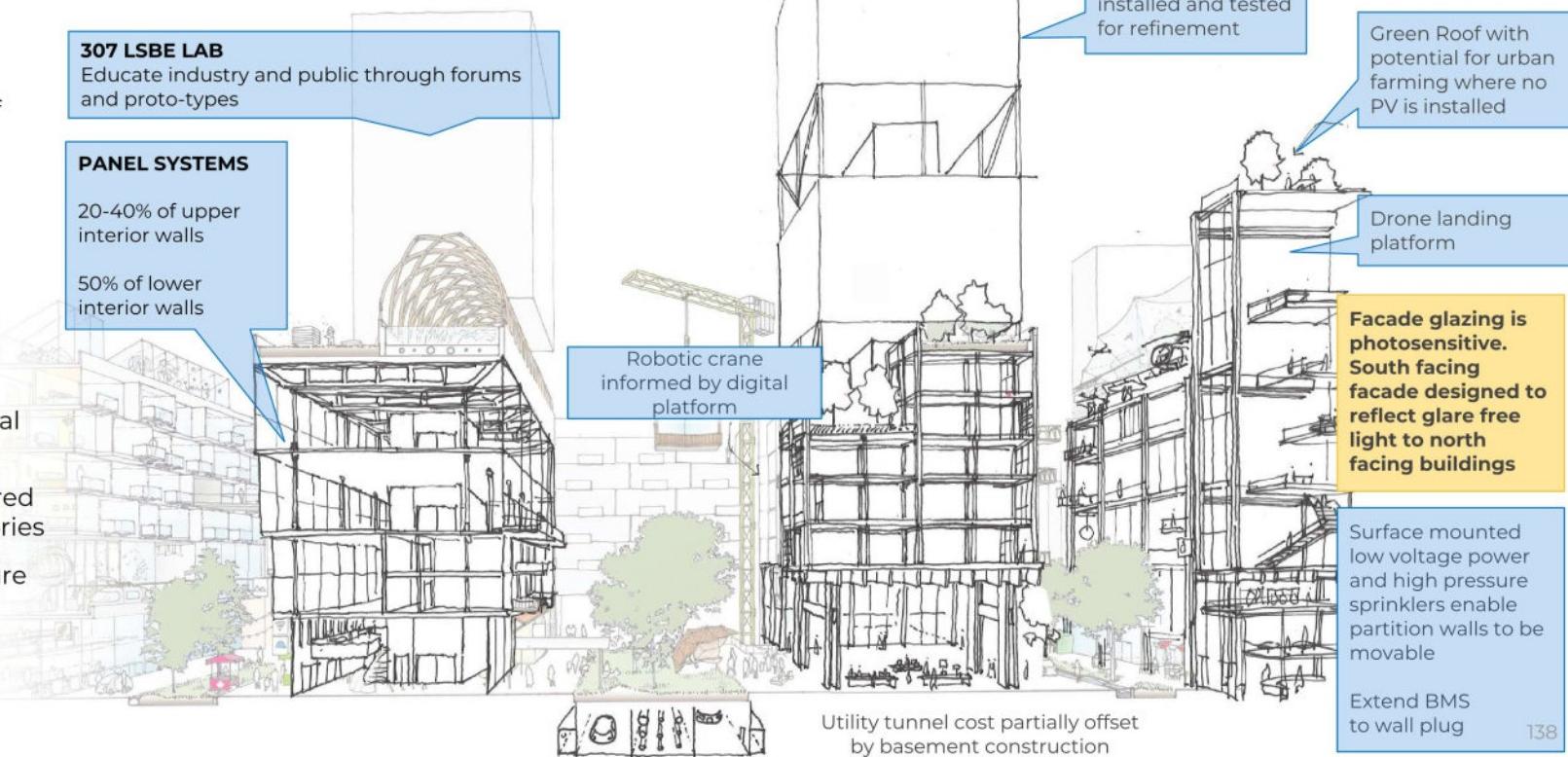


Building Innovation: Quayside

SIDEWALK
TORONTO

Proto-model buildings are constructed of Tall Timber and achieve Toronto Tier 3 Green standard with Cradle to Cradle (C2C) material certification

- 10, 20, and 30 story models with building format size of 5'x5' sections
- 50% C2C of high volume material in QS
- Cost neutral
- First 2 floors of all buildings have Loft typology
- Buildings include: Loft typology, micro-units, radical mixed use
- Tall timber products delivered by a Canadian factory/factories
- Centralized parking structure
- One building piloted for maximum digital assembly

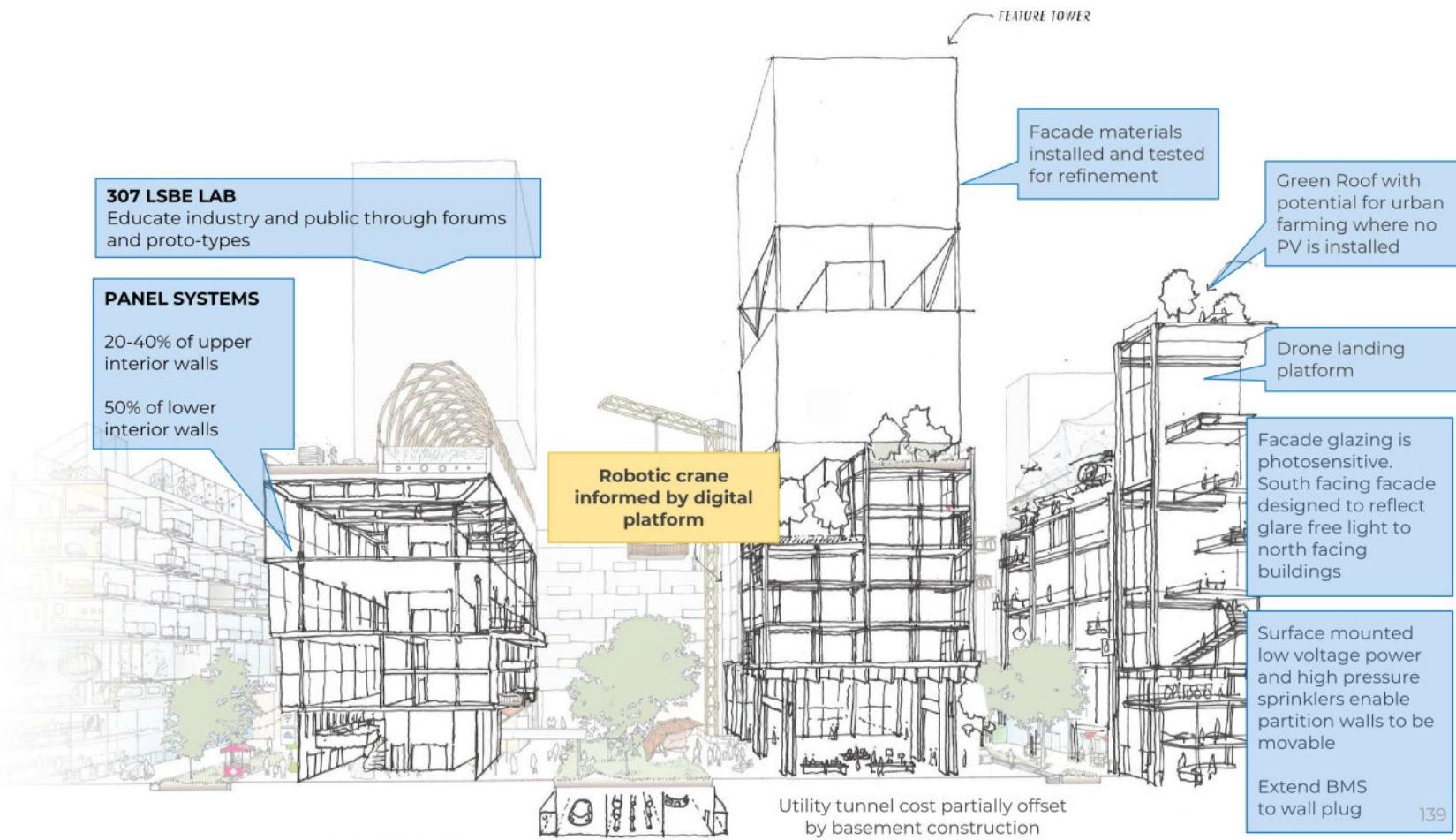


Building Innovation: Quayside

SIDEWALK
TORONTO

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- First 2 floors of all buildings have Loft typology
- Buildings include mixed-use typology, micro-lots, mixed use
- Tall timber produced by a Canadian family-owned company
- Centralized parkade
- One building pilot maximum digital assembly

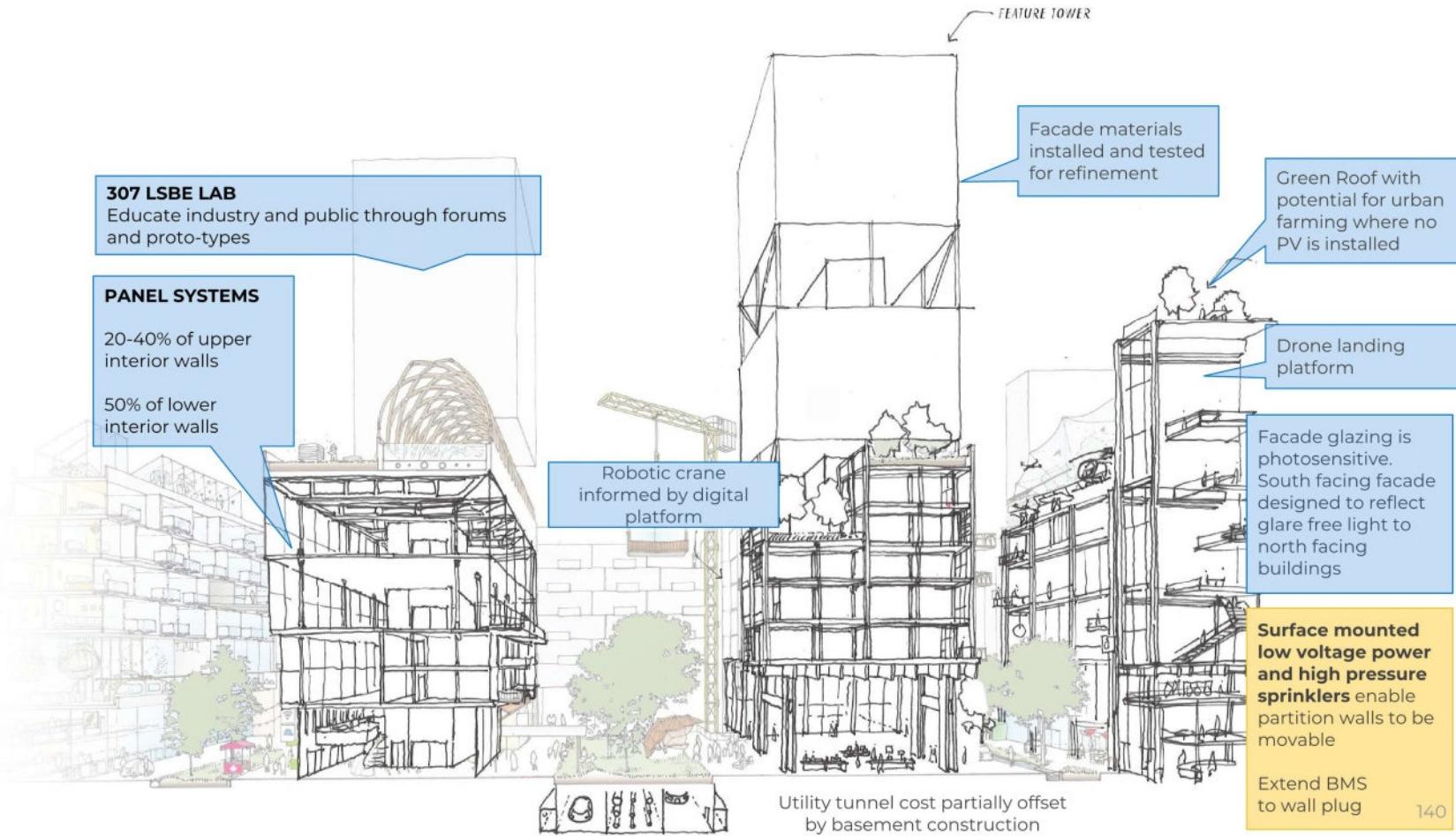


Building Innovation: Quayside

SIDEWALK
TORONTO

Proto-model building constructed of Tall Ti achieve Toronto Tier standard with Cradle (C2C) material certificat

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Sidewalk Toronto

June X, 2018

Tall Timber Buildings

Understanding Mass Timber

Sidewalk Toronto Proprietary and Confidential

141

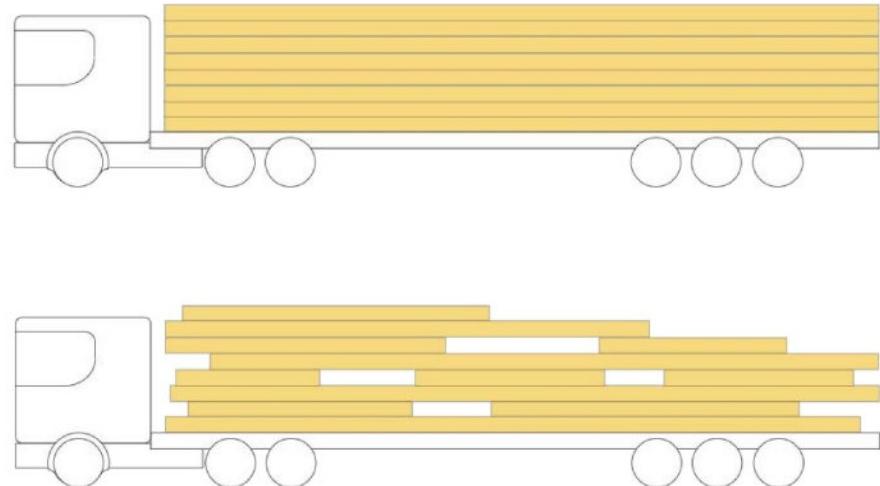
Cross Laminated Timber (CLT) is self supported. Pictured here is the manufacturing process.



Sidewalk Toronto Proprietary and Confidential

142

CLT is shipped and distributed in racked systems preventing damage to the integrity of the timber.



Sidewalk Toronto Proprietary and Confidential

143

CLT can be built without the need for steel columns for strength and stability.



Tall Timber 101

K
O
U

Glulam is assembled in the factory – this is a volumetric build out AWAITING implementation.



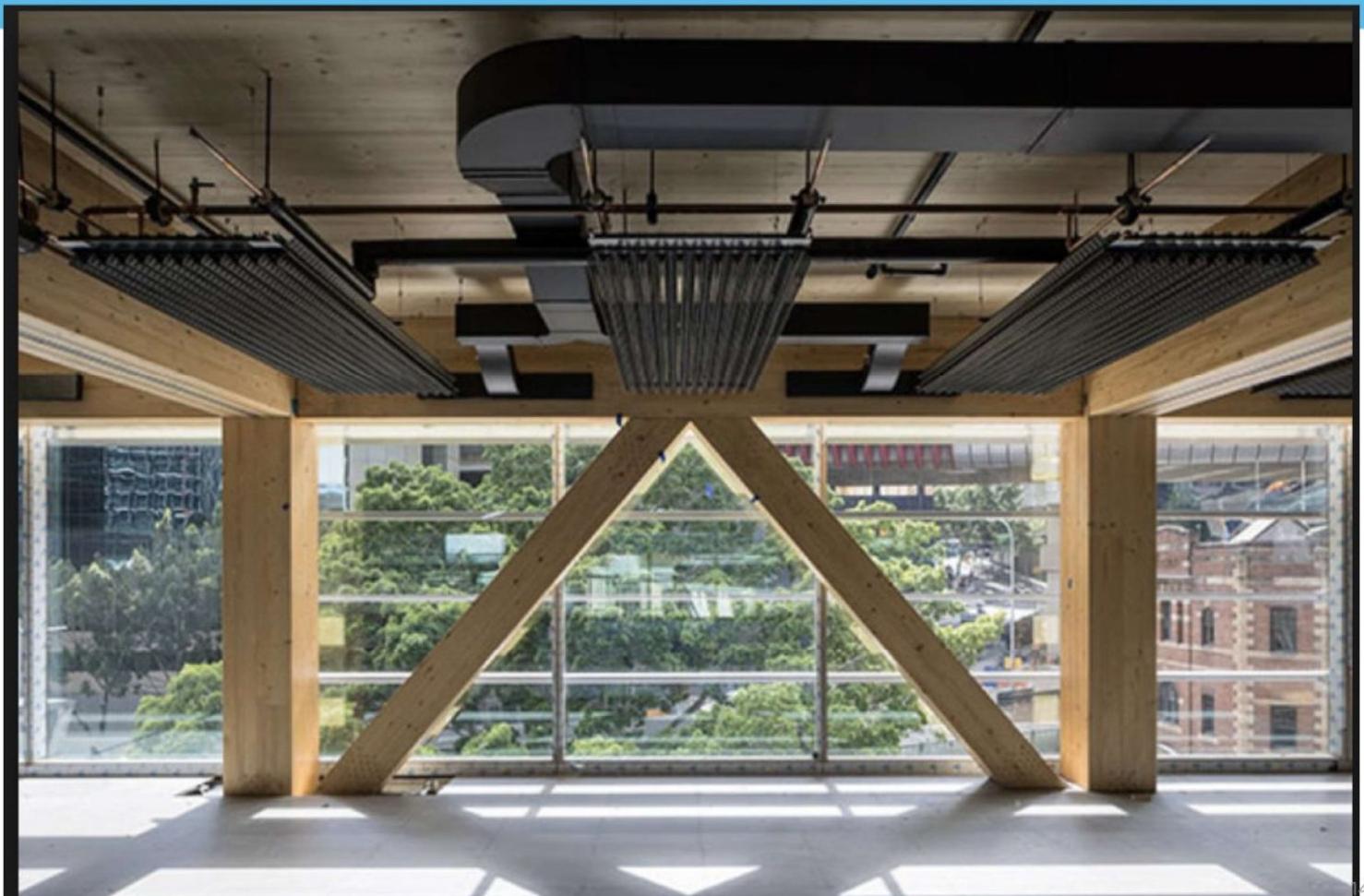
Sidewalk Toronto Proprietary and Confidential

145

Post and beam using glulam being used in the construction of a building.



Example of post and beam building completed for tenant fit out.



Sidewalk Toronto Proprietary and Confidential

147

Gymnasium built entirely out of CLT.



Tall timber spaces evoke
a feeling that calms.



Sidewalk Toronto Proprietary and Confidential

149

Example of Use – Mixed Materials

Concrete podium, glulam columns and CTL flooring.



Sidewalk Toronto Proprietary and Confidential

150

Example of Use

Post and beam using glulam
and CLT flooring.



Sidewalk Toronto Proprietary and Confidential

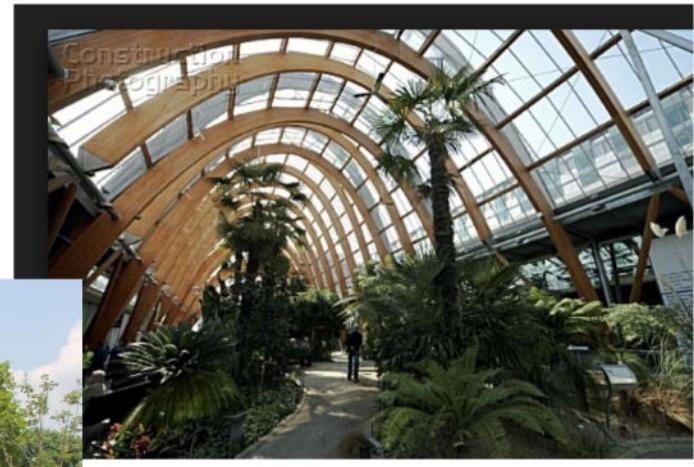
151

Concrete columns intersecting with post and beam glulam beams and CLT roof.



Example of Use

Custom glulam beams.



Chars but does not burn past the sacrificial outer layer.



Building Innovation Discussion

DAY 3 | PART 2 OF 2

THURSDAY PILLAR

Housing Affordability

**Johanna Greenbaum
Leslie Gash**

156

Housing Affordability Goals



- **Meet or exceed** the affordability requirements on the waterfront
- **Create a truly mixed income community**, at both the neighborhood and building level. Giving Torontonians across income levels have an opportunity to live on the Eastern Waterfront in an inclusive community.

Housing Affordability Goals



- **Meet or exceed** the affordability requirements on the waterfront
- **Create a truly mixed income community**, at both the neighborhood and building level. Giving Torontonians across income levels have an opportunity to live on the Eastern Waterfront in an inclusive community.
- Work with **local housing groups** and **leverage existing programs** at the Municipal, Provincial, and Federal levels, especially to accommodate those with the greatest need.
- Add to Toronto's **purpose built rental** supply, with a focus on serving a diverse population including the **"missing middle."**

Housing Affordability Goals



- **Meet or exceed** the affordability requirements on the waterfront
- **Create a truly mixed income community**, at both the neighborhood and building level. Giving Torontonians at all income levels have an opportunity to live on the Eastern Waterfront in an inclusive community.
- Work with **local housing groups** and **leverage existing programs** at the Municipal, Provincial, and Federal levels, especially to accommodate those with the greatest need.
- Add to Toronto's **purpose built rental** supply, with a focus on serving a diverse population including the "**missing middle**."
- Explore new **typology and tenure models** that increase access and affordability while providing meaningfully better quality of life.
- Develop vehicles that combine private and public sector sources in order to create a deeper capital stack for the development of affordable housing; including a dedicated funding stream for housing.

Housing Objectives



Develop a toolkit, serving as a global example for creating affordable, diverse, mixed income, and multigenerational communities, composed of innovative programs, policies, business models, technology and typologies, and existing programs that make housing more available and affordable for Torontonians.

- **Address** the full spectrum of housing need in the Toronto market
- **Incentivize** the creation of new affordable units through policy
- **Leverage** dedicated housing dollars and the private sector to produce more affordable housing

Ultimately creating a housing program that provides greater housing choice to Torontonians on the Waterfront.

Basis of the toolkit



CONSTRUCTION

Modular / prefabricated housing

New materials

TYPOLOGY

Micro-units

Co-living

Mixed Income

TENURE

Purpose-built rental

Shared equity / hybrid
rental - ownership
models

PARTNERSHIP

Non-profit
Collaborations

Affordable Housing
Trust Fund

Typologies

Microunits | Co-living

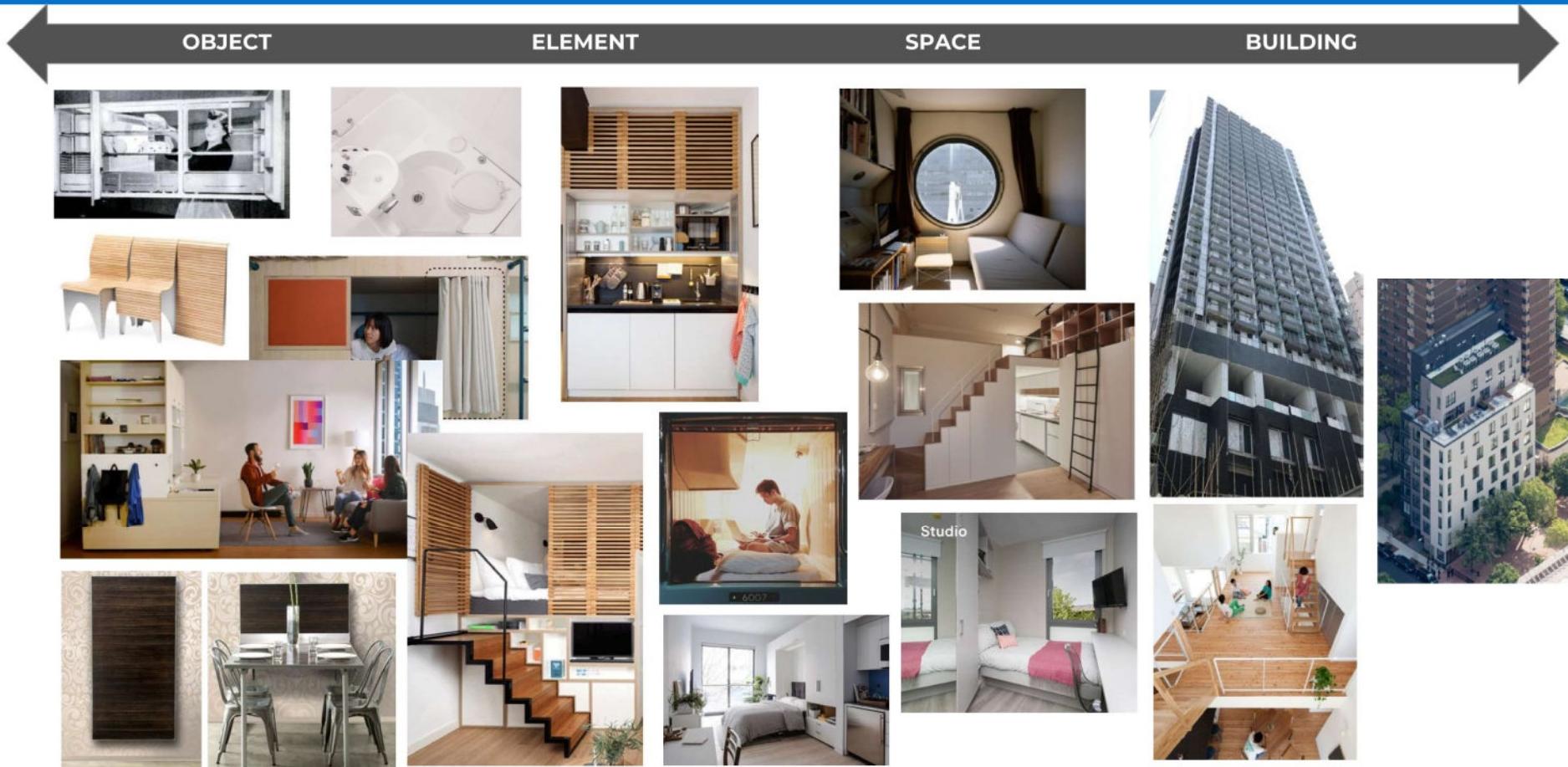
New Occupancy Models + Efficient Design



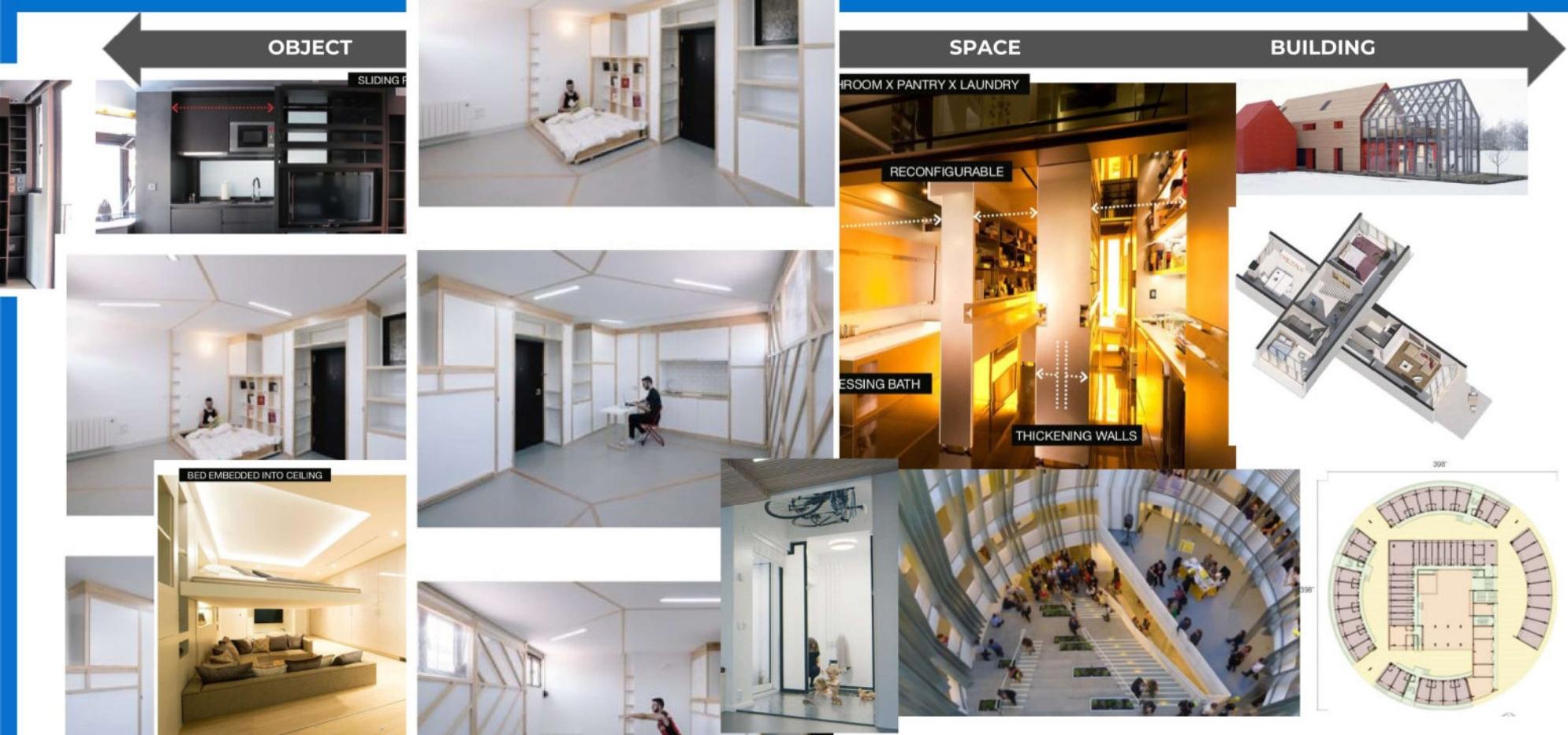
Exploring the spectrum of design levers and innovations to increase the density of residential spaces, while maintaining high quality of life

SIZE	MULTI-FUNCTION	(RE)CONFIGURATION	SHARING
<ul style="list-style-type: none">Minimize the physical size of housing elements, specifically individualized spaceFit more within limited space	<ul style="list-style-type: none">Designed for multiple uses and forms of inhabitationAccomplished either through 'transformable' elements, changing as needed, or 'blank' elements, open for appropriation	<ul style="list-style-type: none">Units and spaces are aggregated and configured in novel ways to gain efficiencies in duplicated spaces and functions	<ul style="list-style-type: none">Space and resources are shared amongst multiple people in an effort to maximize efficiency

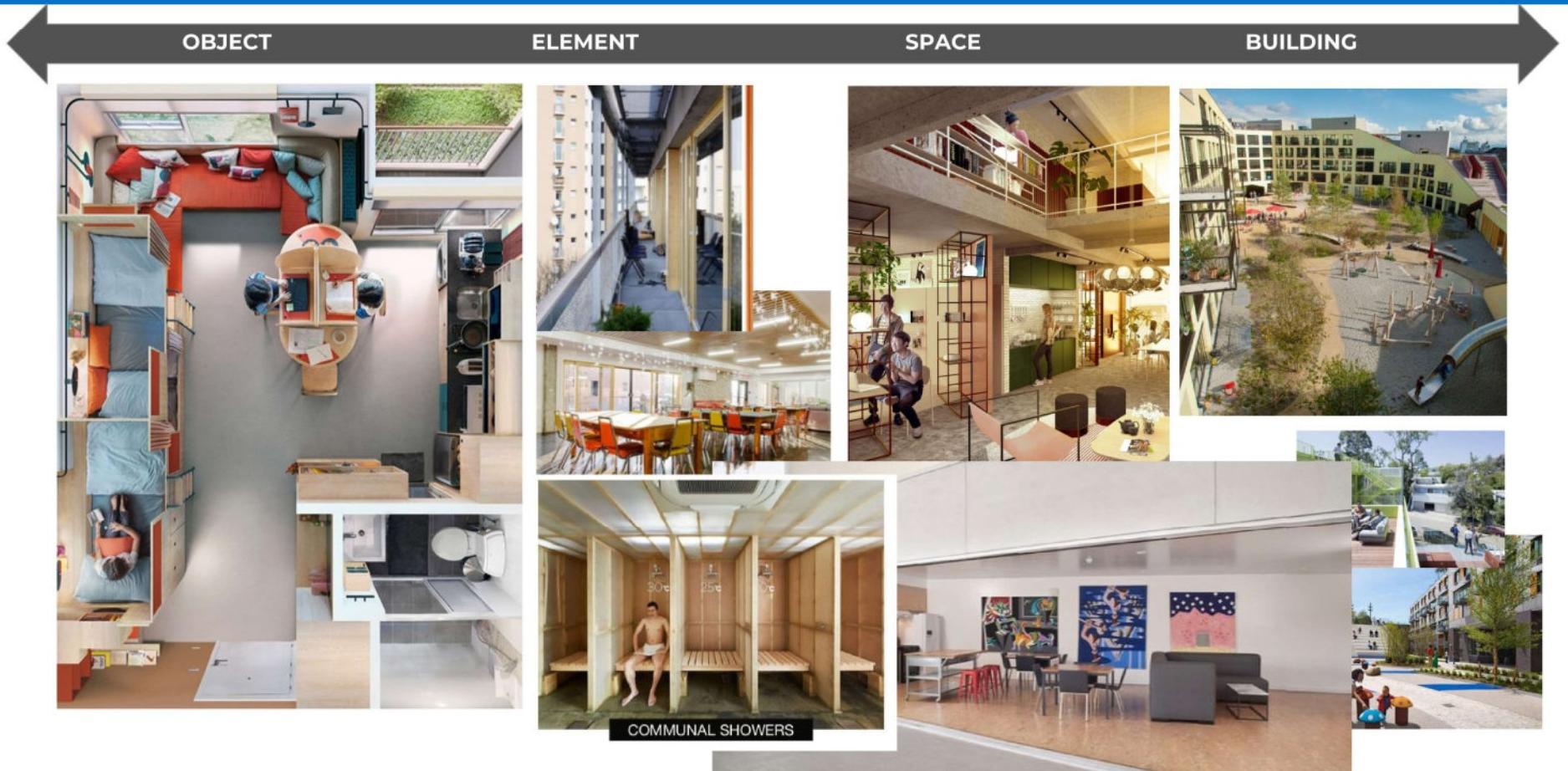
Example: What can shrink?



Example: What can be multi-functional/ reconfigure



Example: What can be shared?



166

Co-living Overview



- Co-living combines the affordability of micro-units with a layer of **community and convenience**. It is a new typology that includes **smaller private living space and shared communal facilities**.

Co-living Overview



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- Located in **urban cores** in multi-family buildings, co-living has gained popularity in recent years among diverse populations
- Offers more flexible lease terms and quick move-in (~24 hours), and easy transfer between buildings and units.

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- Furnished private or shared rooms, could have en-suite or shared bathrooms
- All-inclusive rent, generally more affordable on an all-in basis (utilities, amenities)

Co-living Overview



- Co-living combines the affordability of micro-units with a layer of **community and convenience**. It is a new typology that includes **smaller private living space and shared communal facilities**.
- Located in **urban cores** in multi-family buildings, co-living has gained popularity in recent years among diverse populations (young professionals, empty nesters, seniors).
- Offers more flexible terms (membership) and quick move-in (~24 hours), and easy transfer between buildings and units.
- Furnished private or shared rooms, could have en-suite or shared bathrooms
- All-inclusive rent, generally more affordable on an all-in basis (utilities, amenities)
- Co-living provides unique **community programming** and events, run by dedicated programming staff to facilitate connections between its members and combat isolation and loneliness - an increasing problem for many people living in large cities.
- Several co-living operators are also focused on integrating technology (all-inclusive resident apps, global resident community, etc.) into the experience

Co-living: Shared Spaces



EXAMPLE SHARED SPACES ON-SITE:

- Co-working space
- Communal Kitchens
- Recreational Rooms
- Library
- Appliance Library
- Media Viewing
- Food & Beverage
- Laundry
- Open spaces
- Roof
- Gym



Non-Profit Collaboration

Non-Profit Collaboration



Many non-profit housing providers have properties that need major capital repairs and/or no longer work for their tenants

- **Providers could work together and pool resources, purchase units or floors within Quayside using equity from:**
 - Property sales
 - Existing operating subsidies from City or Province; and/or
 - Free or nominally priced land.
- **This could also be modified for collaboration with TCHC around their revitalization projects**
- **A mortgage/bond could be acquired through traditional or social purpose lenders.**

Affordable Housing Trust Fund

AFFORDABLE HOUSING TRUST FUND



Goal

Create a Housing Trust Fund to provide financing and subsidy to develop more affordable and moderate income housing.

Mechanics

The Housing Trust Fund will be a conduit for funding sources for affordable housing development and potentially maintenance operations – providing transparency into the source and use of funds.

AFFORDABLE HOUSING TRUST FUND



Sidewalk Toronto's Affordable Housing Trust Fund will draw from precedents in other Cities; funding sources are aggregated into the Affordable Housing Trust Fund and allocated to affordable housing.

Examples of Sources in other Cities

- Allocation of unclaimed property deposits
- Interest on unexpended funds
- Loan repayments
- Recaptured funds
- Surplus revenue from government owned land developed as a residential neighborhood
- Revenue from deed recordation and transfer taxes
- General Funds

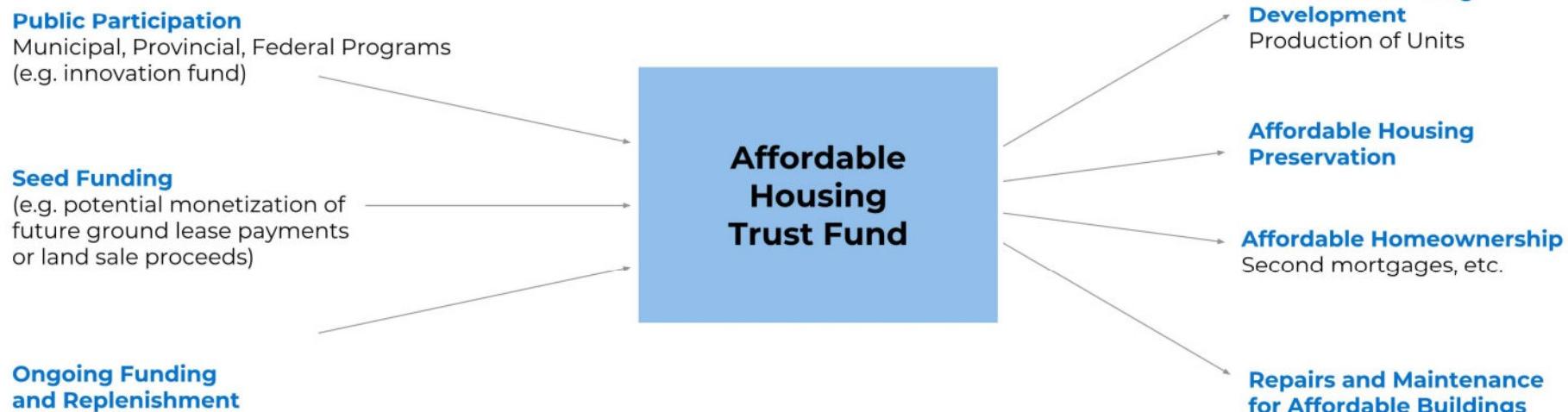
Examples of Uses in other cities

- Flexible subsidy to development entities (non-profit/for-profit) to build or rehabilitate affordable housing;
- Loans: a 30-year term, one percent interest loan
- Financing for acquisition, pre-development, construction loan guarantees, collateral, or operating capital
- Grants for adaptive re-use of nonresidential structures
- Outreach and housing production counseling
- Subsidy for housing development
- Housing vouchers

AFFORDABLE HOUSING TRUST FUND



Public and Private funding sources could be aggregated into the Affordable Housing Trust Fund to 1.) ensure monies are lockboxed and **dedicated** to increasing the supply of affordable rental and ownership opportunities and 2.) **maximize the impact** of seed funds by creating a revolving, replenishing source of capital.



Alternative Rental/Equity Structures

Exploration: Alternative Rent/Own Structures



Exploration

We are exploring the potential to introduce **alternative or enhanced rental products** and ownership structures that may be able to meet a current gap in the market and enable residents to access more of the benefits of both renting and ownership, while potentially reducing exposure to the drawbacks of each.

Goals:

- Increase the supply of purpose-built rental housing in Toronto.
- Serve a broad spectrum of households with different incomes and financial objectives, stages in life
- Increase the financial viability of development

Exploration: Alternative Rent/Own Structures



- Potential structures could generally involve residents making a monthly payment to the landlord which has two components:
 - Base rent
 - Equity or savings component
- Optimal structure will depend on objectives and appetite of stakeholders (e.g., government, capital providers):

EXAMPLE OBJECTIVES	CONSIDERATIONS
A. Give residents the potential to participate in the property appreciation they help to create.	<ul style="list-style-type: none">• Could be structured as debt or equity-like instrument• Real estate market risk (value could go down)• Ability for residents to “earn” additional shares• Realize value upon move-out or if in hardship (or potentially to offset rent to maintain affordability for certain populations)• Resident governance rights
B. Help residents save for a downpayment within the community or elsewhere	<ul style="list-style-type: none">• Effectively a forced savings account with index-linked returns• Down payment could be used to buy a unit in the property / neighborhood

180

Exploration: City Offering



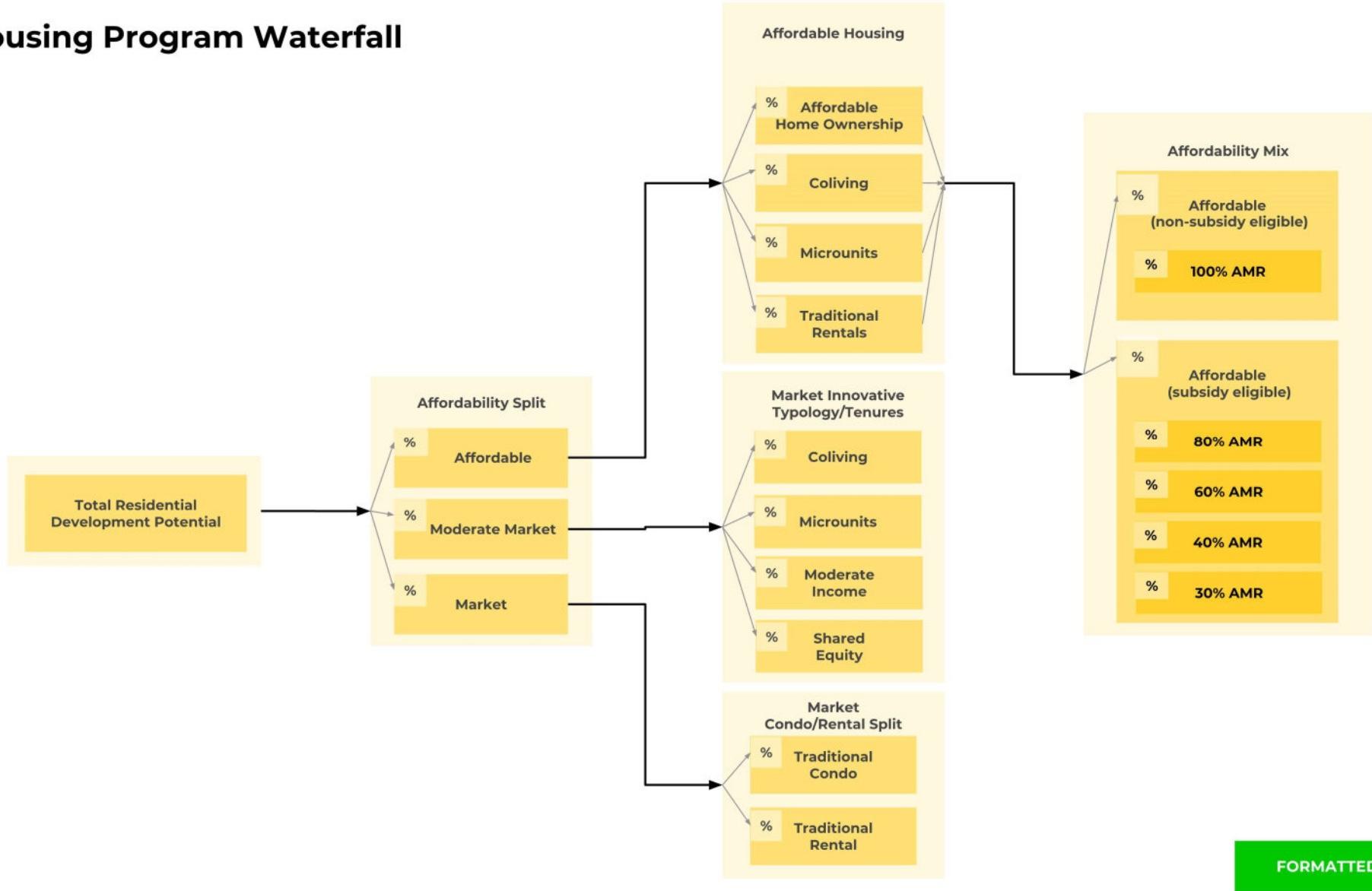
Early stages of exploring the potential to create a REIT-like vehicle to own the purpose-built rental buildings on the Eastern Waterfront

- Such a structure could enable residents to earn and purchase shares or options in their neighborhood and thereby participate in value appreciation
 - Initial residents could be given shares upon move-in
 - Incentive to stay in the neighborhood / move between units
 - Would include resident education on this structure
- Requires scale; therefore the Eastern Waterfront presents a unique opportunity to implement this first-of-its-kind structure
- We are presently working through several key questions in relation to required scale, pricing, target investors, governance, etc.

Housing Affordability Discussion



Housing Program Waterfall



FORMATTED AND READY

Affordability can be defined in many ways.

We can define “affordable” using the **traditional Toronto definition** (<100% AMR) or in more flexible ways that include **moderate incomes** (100-175% AMR), or units that are “affordable by design” that capture new **typologies** (micro / coliving), or units that have shared equity components.

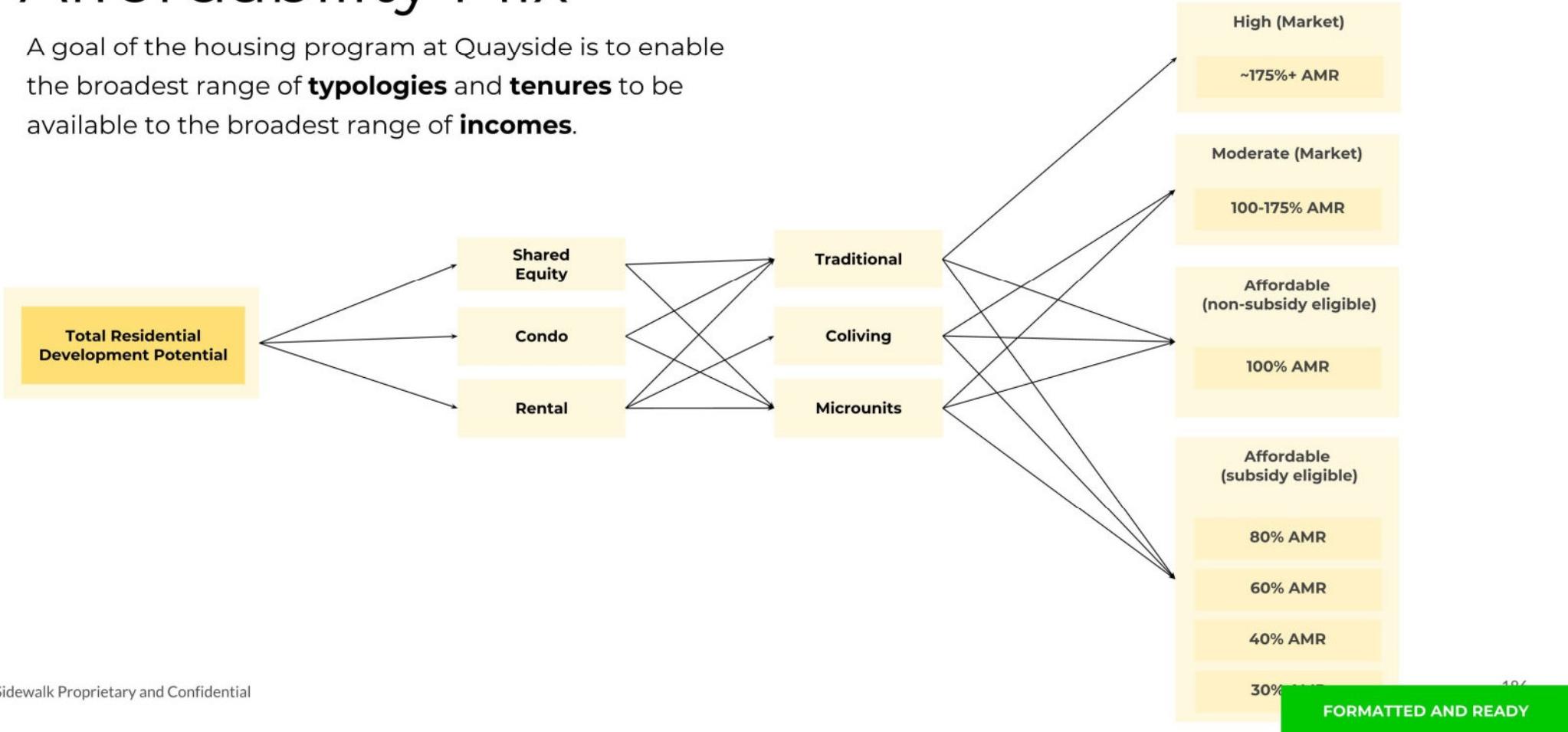
New Definitions of Affordable



Housing Program

Affordability Mix

A goal of the housing program at Quayside is to enable the broadest range of **typologies** and **tenures** to be available to the broadest range of **incomes**.



100% AMRs and Implied HH Incomes



Per 2017 CMHC Rent Survey

	Studio	1BDR	2BDR	3BDR
Toronto GTA	1,011	1,191	1,392	1,563
<i>Implied HH Income*</i>	36,432	42,919	50,162	56,324
Former City of Toronto	1,064	1,348	1,779	2,367
<i>Implied HH Income*</i>	38,342	48,577	64,108	85,297
Toronto Central	1,196	1,498	2,090	Not available
<i>Implied HH Income*</i>	43,099	53,982	75,315	-
Toronto Leased Condos	1,547	2,019	2,654	3,263
<i>Implied HH Income*</i>	55,748	72,757	95,640	117,586

*Assumes rent is 30% of monthly HH income.

Sidewalk Labs Proprietary and Confidential

FORMATTED AND READY

Cariaga, Flordeliza (INFC)

From: Campbell, Glenn (INFC)
Sent: June 12, 2018 7:44 PM
To: Tippins, Shawn (INFC)
Subject: Re: Comparison of change made to DRAFT QESC ToR

This is good

Glenn Campbell

613 941-0722 (w)

From: Tippins, Shawn (INFC)
Sent: Tuesday, June 12, 2018 6:03 PM
To: Campbell, Glenn (INFC)
Subject: Comparison of change made to DRAFT QESC ToR

Glenn:

See attached. [REDACTED] I've created a comparison document that shows all the revisions that have been made to the draft QESC ToR in track-changes.

From: Campbell, Glenn (INFC)
Sent: June 11, 2018 7:16 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>
Subject: Fw: Quayside Executive Steering Committee March 26, 2018

Glenn Campbell

613 941-0722 (w)

From: Edward Chalupka [REDACTED] @waterfronttoronto.ca>
Sent: Monday, June 11, 2018 7:10 PM
To: William Fleissig; Josh Sirefman; George Zegarac (george.zegarac@ontario.ca); Campbell, Glenn (INFC); Gillis, Kelly (INFC); Lou Di Gironimo [REDACTED] @toronto.ca>
Cc: Meg Davis; Kristina Verner; Marisa Piattelli; Erik Cunningham; Michael Bernstein; David Stonehouse; Singbush, Bruce (MOI); Carol Mercer; Siri Agrell; Burton, Mike (INFC); Julius Gombos; John Brodhead; Micah Lasher; Simpson, Brook (INFC)
Subject: RE: Quayside Executive Steering Committee March 26, 2018

Hello all,

Please find attached materials for the upcoming Quayside Executive Steering Committee scheduled for this Thursday June 14th from 11 AM -12:30 PM at Waterfront Toronto's offices.

Please find attached the following materials:

1. Agenda
2. Minutes from the April 20th QESC Meeting
3. QESC Governance - Revised Terms of Reference
4. Plan Development Agreement – Timeline
5. Master Innovation and Development Plan - Timeline

Please note that for both the Digital Strategy Advisory Committee and Public engagement agenda items a verbal update will be provided to the Committee. Please also note that for item #9 - [REDACTED] - confidential materials will be distributed at the meeting.

Thanks

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



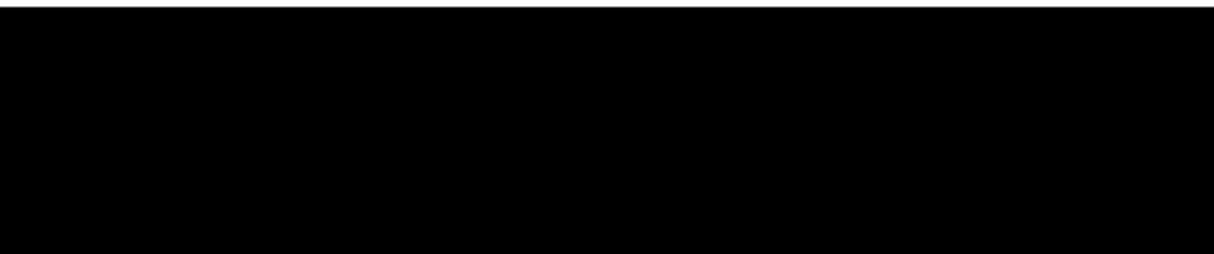
Quayside Executive Steering Committee (QESC)

20 Bay St. Suite 1310

June 14, 2018

11:00 AM – 12:30 PM

1. Introductions/Welcome
2. Approval of April 20th Minutes – ALL (5 Mins) – Decision Item
3. Governance – ALL (5 mins) - Decision Item
 - a. Terms of Reference
4. Plan Development Agreement Update – WT (20 Mins) Information Item
 - a. Process and timeline to receive comments on PDA
5. Master Innovation and Development Plan – Information Item (10 Mins)
 - a. Timeline
6. Digital Strategy Advisory Committee Update – WT (10 Mins) – Information Item
7. Public Engagement Update - WT/SWL (10 Mins) – Information Item
 - a. Roundtable Timelines
 - b. Release of PDA and Framework Agreements
8. Other Business – ALL



Quayside Executive Steering Committee Meeting Minutes

Friday April 20th, 2018
3:30 pm – 5:00 pm

Federal Representatives:	Kelly Gillis, Glenn Campbell, Brooke Simpson
Provincial Representatives:	George Zegarac, Bruce Singbush, Carol Mercer, Ron Ahluwalia
City of Toronto Representatives:	David Stonehouse, Jayne Naiman, Siri Agrell
Waterfront Toronto Representatives:	William Fleissig (Chair), Marisa Piattelli, Ed Chalupka, Erik Cunningham, Meg Davis, Carol Webb, Cameron MacKay
Sidewalk Labs Representatives:	Josh Sirefman, Micah Lasher, Lauren Skelly

	ITEMS DISCUSSED	
1.	Welcome and Introductions	Will Fleissig opened the meeting with introductions.
2.	Governance a) Memo – Quayside Project Governance b) Approval of Terms of Reference	A protocol for briefing governments was approved by the Board at the March 29 th Board Meeting. The protocol stipulates that the Quayside Committee share all significant documents and milestones with governments for input in advance of Board approval. The Committees that will be engaged in this process include: (i) Intergovernmental Steering Committee (ii) Quayside Executive Steering Committee Amend the ToR to emphasize and reflect tri-government coordination and communication of relevant policies that impact the project rather than government “oversight”. Ministry of Infrastructure committed to facilitating meetings and policy issues with government representatives and have information flow both ways. It will be important to ensure that governments are brought along the process to ensure there are no surprises. Marisa Piattelli also

	c) Committee Membership	<p>reiterated that it is the expectation of WT's Board that there is a "no surprises" approach with our government partners. Kelly Gillis would like to have an observer role.</p> <p>Lou Di Gironimo will be representing the City. David Stonehouse will share a running list of meetings with government players.</p>
3.	Quayside Planned Development Agreement Update	<p>Meg Davis indicated that PDA discussions are going well. WT is targeting an end of June meeting of the Board of Directors followed immediately by an executed PDA.</p> <p>The current target for a negotiated MIDP agreement is the end of the calendar year (2018).</p> <p>Once approved, the PDA will become a public document with the intention of superseding the framework agreement.</p> <p>Sidewalk Labs indicated that it is important that the timelines for the PDA are met.</p> <p>Members of the QESC requested a gant chart that clearly outlines approval timelines and expected deliverables for both the PDA and MIDP.</p>
4.	Update Presentation – Master Innovation and Development Plan (MIDP) Scope	<p>The MIDP will set out a series of planning and financial targets and will also identify a pathway to obtain necessary policy and regulatory approvals.</p> <p>The federal government and the province committed to facilitating meetings with the pillar working groups (e.g. Mobility, Sustainability, Affordable Housing etc.) and relevant departments and Ministries. It would be informative to know what work (i.e. existing pilots and projects) that is currently being undertaken by governments that could inform the work of the partnership.</p> <p>The City also indicated that if SWL is planning on releasing any more apps publicly, the city and the Mayor's Office would like to be notified in advance.</p>
5.	Public Engagement Update	<p>Robust public engagement is a priority for the Quayside Project. The public will meaningfully participate and give feedback to the plan. The public's feedback will be reflected in the finished product.</p> <p>There is clearly a significant amount of public interest and there will be several avenues for public engagement to ensure ample opportunity for feedback.</p>

		<p>The City indicated that as part of standard process it will conduct its own independent public consultations at the end of the Quayside planning process. City staff will report the results to council but indicated that it will not duplicate or compete with WT public engagement.</p> <p>The governments would like to be consistently informed of key themes and issues that emerge as part of the engagement process.</p> <p>The next meeting is currently being scheduled for May.</p>
6.	Any other business:	Meeting concluded.

QUAYSIDE PLAN DEVELOPMENT AGREEMENT (PDA)
NEGOTIATION & REVIEW SCHEDULE

JUNE				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
				1
				Circulate key terms, summary of PDA and PDA to IREQ Co-Chairs
4	5	6	7	8
Circulate key terms and Summary of PDA to IREQ			IREQ Meeting - legal team to walk IREQ through key terms, PDA and present summary	
11	12	13	14	15
Regular check-ins with IREQ and co-chairs				
IREQ Meeting - to review of draft PDA	Negotiation with SWL		QESC	
18	19	20	21	22
Regular check-ins with IREQ and co-chairs				
Negotiation with SWL	Circulate draft PDA to IREQ	IREQ Meeting		
25	26	27	28	29
		IREQ Meeting - to update on PDA before release to Board	Provide summary and draft PDA to Board	
Regular check-ins with IREQ and co-chairs				

JULY				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
2	3	4	5	6
Brief Individual Board Members on PDA				
9	10	11	12	13
Quayside Specific Board Meeting to review draft PDA	Provide PDA to Governments	Government Briefings - Details and sequence of briefings to be finalized		
16	17	18	19	20
Government Briefings - Details and sequence of briefings to be finalized				
				QESC: Meet Governments for comments on PDA
23	24	25	26	27
IREQ Meeting - to review final draft PDA and Government comments	Circulate PDA and Government comments to Board			
30	31			
	Quayside specific Board Meeting for recommendation to approve PDA			

Terms of Reference **Draft**

Quayside Executive Steering Committee (QESC) Toronto Waterfront Revitalization Initiative

Background:

As approved in the 2017-18 Corporate Plan, Waterfront Toronto issued a competitive Request for Proposals for an Innovation and Funding Partner to help create and fund a plan for a globally-significant community on Quayside. This project is intended as a testbed -- engaging citizens, civic, academic and Canadian business organizations -- to showcase advanced technologies, building materials, sustainable practices, and innovative business/funding models than can achieve a healthy, diverse and climate positive urban development.

Sidewalk Labs was chosen as the successful proponent as Waterfront Toronto's Innovation and Funding Partner. Together, Waterfront Toronto and Sidewalk Labs will join with citizens and other partner entities to develop a Master Innovation and Development Plan (MIDP) to be delivered in the first quarter of 2019. The MIDP will be subject to review by Waterfront Toronto's Board and its shareholder governments, as well as Sidewalk Labs' Board and the relevant government regulatory authorities.

Proposed Coordination Entity:

The Quayside Executive Steering Committee is intended to provide tri-government project level communication and co-ordination with various government departments and ministries. The Committee will be convened and chaired by Waterfront Toronto and include representatives from, the City of Toronto, the Province of Ontario, the Government of Canada and Sidewalk Labs.

Role and Responsibilities:

The Quayside Executive Steering Committee will be the project-level coordination vehicle for reviewing and providing input on the following:

1. Plan Development Agreement (e.g. timeline);
2. Master Innovation and Development Plan;
3. Feasibility/Business Case.

The Quayside Executive Steering Committee will be the organizing and coordination entity to:

1. Review initial pilot projects before proposals are formally submitted to approving government regulatory authorities;

Quayside ESC Terms of Reference – TWRI

2. Monitor and provide input to the public and stakeholder engagement plan;
3. Identify input on approval pathways for proposed project innovations;
4. Provide input on procurement protocols for WT assets;
5. Provide input and on procurement protocols for assets outside of WT's purview;
6. Review proposed milestones and schedule;
7. Review and provide input on project-related risk management protocols;
8. Refer policy and/or unresolved issues to the IGSC; and

Chair:

Waterfront Toronto will chair the Quayside Executive Steering Committee.

Membership:

The Quayside Executive Steering Committee will be comprised of the following:

- Waterfront Toronto: President and CEO (Chair);
- City of Toronto: Deputy City Manager Cluster B;
- Government of Ontario: Deputy and Assistant Deputy Ministers, Ministry of Infrastructure
- Government of Canada: Deputy Minister, Infrastructure Canada and Assistant Deputy Minister, Smart Cities Directorate, Infrastructure Canada
- Sidewalk Labs: Head of Development

Representatives of political offices (e.g. Office of the Mayor) will be invited to participate in meetings.

Quayside Executive Steering Committee meetings will be attended and supported by senior project manager staff/directors from each participating organization that is part of the Project Delivery Team.

Project Delivery Team and Administrative Support:

The Project Delivery Team will be comprised of Waterfront Toronto and Sidewalk Labs staff who will deliver the project and will include senior project manager staff/directors from other participating organizations and key consultants.

Waterfront Toronto will be responsible for drafting records of discussions, following up on decisions and actions, disseminating information, distributing meeting documentation, scheduling meetings and logistical arrangements, as required.

Dispute Resolution:

Any disputes involving Waterfront Toronto and Governments will be escalated to the IGSC.

Any disputes involving Waterfront Toronto and Sidewalk Labs will be managed through
Page 2 of 4

Quayside ESC Terms of Reference – TWRI

the Framework Agreement dispute resolution process or other legal documents which may supersede the Framework Agreement through the project lifespan.

Meetings:

Quayside Executive Steering Committee meetings will be convened every six (6) weeks. The schedule of meetings will be established by its members and meetings will be held in-person or by teleconference.

Agendas and agenda materials are to be prepared by the Project Delivery Team.

Reporting:

The Quayside Executive Steering Committee will report to the IGSC at its quarterly meetings. Materials will summarize key issues and flag any matters that may require the IGSC's attention.

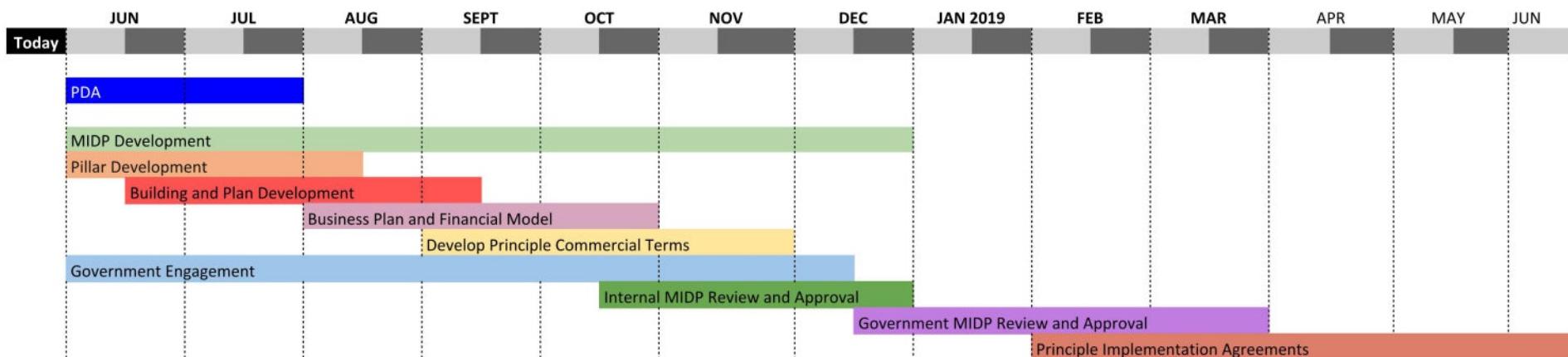
Term:

The Quayside Executive Steering Committee shall exist and operate until the approval or disapproval of the Master Innovation and Development Plan. This Terms of Reference shall be revisited and updated by the Quayside Executive Steering Committee and IGSC members if the Quayside Project goes forward beyond the MIDP stage.

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Page 4 of 4

MASTER INNOVATION & DEVELOPMENT PLAN (MIDP) WORKING SCHEDULE



Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: June 12, 2018 6:38 PM
To: Campbell, Glenn (INFC)
Subject: RE: Comparison of change made to DRAFT QESC ToR

...and if you need a clean version of the April 20th version of the ToR you can find it in this link:

<G:\OFFICE OF INFRASTRUCTURE OF CANADA\SMART CITIES\Memos\SN for DM - Quayside Steering Committee Meeting Apr 20, 2018>

From: Tippins, Shawn (INFC)
Sent: June 12, 2018 6:04 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Subject: Comparison of change made to DRAFT QESC ToR

Glenn:

See attached. [REDACTED] I've created a comparison document that shows all the revisions that have been made to the draft QESC ToR in track-changes. [REDACTED]

From: Campbell, Glenn (INFC)
Sent: June 11, 2018 7:16 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>
Subject: Fw: Quayside Executive Steering Committee March 26, 2018

Glenn Campbell

[REDACTED]
613 941-0722 (w)

From: Edward Chalupka [REDACTED] @waterfronttoronto.ca>
Sent: Monday, June 11, 2018 7:10 PM
To: William Fleissig; Josh Sirefman; George Zegarac (george.zegarac@ontario.ca); Campbell, Glenn (INFC); Gillis, Kelly (INFC); Lou Di Gironimo [REDACTED]@toronto.ca>
Cc: Meg Davis; Kristina Verner; Marisa Piattelli; Erik Cunnington; Michael Bernstein; David Stonehouse; Singbush, Bruce (MOI); Carol Mercer; Siri Agrell; Burton, Mike (INFC); Julius Gombos; John Brodhead; Micah Lasher; Simpson, Brook (INFC)
Subject: RE: Quayside Executive Steering Committee March 26, 2018

Hello all,

Please find attached materials for the upcoming Quayside Executive Steering Committee scheduled for this Thursday June 14th from 11 AM -12:30 PM at Waterfront Toronto's offices.

Please find attached the following materials:

1. Agenda
2. Minutes from the April 20th QESC Meeting
3. QESC Governance - Revised Terms of Reference
4. Plan Development Agreement – Timeline
5. Master Innovation and Development Plan - Timeline

Please note that for both the Digital Strategy Advisory Committee and Public engagement agenda items a verbal update will be provided to the Committee. Please also note that for item #9 - [REDACTED] - confidential materials will be distributed at the meeting.

Thanks

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfrontoronto.ca | www.waterfrontoronto.ca



WATERFRONToronto

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: June 18, 2018 4:24 PM
To: Fraser, Sarah Jane (INFC)
Cc: Nassif, Marie-Pier (INFC); Morin, Kathy (INFC); Matharu, Krishen (INFC)
Subject: RE: For action: TASKING: Minister's trip to Toronto - June 21-22 (due June 18)
Attachments: WT MIN June 22 (004).doc

Tracking:	Recipient	Delivery
	Fraser, Sarah Jane (INFC)	Delivered: 2018-06-18 4:24 PM
	Nassif, Marie-Pier (INFC)	Delivered: 2018-06-18 4:24 PM
	Morin, Kathy (INFC)	Delivered: 2018-06-18 4:24 PM
	Matharu, Krishen (INFC)	Delivered: 2018-06-18 4:24 PM

Sarah – Further to our conversation earlier, attached please find the S.N. for the Minister's meeting with WT. Regards,
ST.

From: LeBlanc15, David (INFC)
Sent: June 12, 2018 9:16 AM
To: Thorvaldson, Ashley (INFC) <ashley.thorvaldson@canada.ca>; Tremblay, Jenny (INFC) <jenny.tremblay@canada.ca>; Wronski, Michael (INFC) <michael.wronski@canada.ca>; L'Arrivée, Paul (INFC) <paul.larrivee@canada.ca>; Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Jobin, Anne-Marie (INFC) <anne-marie.jobin@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>
Cc: Judge, Robert (INFC) <robert.judge@canada.ca>; Smiley, Helen (INFC) <helen.smiley@canada.ca>; Fraser, Sarah Jane (INFC) <sarahjane.fraser@canada.ca>; Lacasse-Bernard, Natasha (INFC) <natalsha.lacasse-bernard@canada.ca>; Doucet, Antoine (INFC) <antoine.doucet@canada.ca>
Subject: For action: TASKING: Minister's trip to Toronto - June 21-22 (due June 18)
Importance: High

Good morning,

The Minister will be travelling to Toronto on June 21-22, 2018. The draft detailed itinerary (DI) is attached for your information. Note that it is subject to change.

Policy is coordinating the briefing package, which will include the following products:

- Remarks for the Community Employment Benefits Event and additional products – Comms and Policy/Sectoral
- Scenario note for meeting with University of Toronto's School of Cities – Policy/Sectoral (please confirm that you are the lead) with input from Smart Cities
- Scenario note for meeting with Waterfront Toronto – Smart Cities (please confirm that Smart Cities is the lead)
- Scenario note for meeting with Mayor of Toronto – Policy with input from POB (might want to include update on DMAF), CIB and Smart Cities

Grateful for your input before end of day Thursday, June 14, 2018.

Please note that we will seek more information on the purpose of the meetings as well as what "additional products" are required for the CEB event. We will also draft the scenario notes (UofT and Mayor of Toronto) and share with you as soon as possible.

Please do not hesitate to contact me if you have any questions or concerns.

Thank you for your collaboration.

Best regards,
David

David LeBlanc

Policy Analyst, Policy and Results
Infrastructure Canada / Government of Canada
david.leblanc15@canada.ca / Tel: 613-960-9628

Analyste des politiques, Politiques et résultats
Infrastructure Canada / Gouvernement du Canada
david.leblanc15@canada.ca / Tél: 613-960-9628

From: Popesco, Tatiana (INFC)
Sent: June 11, 2018 5:08 PM
To: Smile, Helen (INFC) <helen.smiley@canada.ca>
Cc: INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca>; Keenan, Sean (INFC) <sean.keenan@canada.ca>; Campagna, Annissa (INFC) <annissa.campagna@canada.ca>; Pettipas, José (INFC) <jose.pettipas@canada.ca>; Lacasse-Bernard, Natasha (INFC) <natasha.lacasse-bernard@canada.ca>; Fraser, Sarah Jane (INFC) <sarahjane.fraser@canada.ca>
Subject: FW: TASKING: Minister's trip to Toronto - June 21-22 (due June 18)
Importance: High

Hi Helen,
As mentioned on Friday, please see attached.
Please provide to ADMO by Friday at noon.
Thanks
Tatiana

From: O'Grady, Tammy (INFC)
Sent: June 11, 2018 5:03 PM
To: INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureauaudusm.infc@canada.ca>; INFC.O CIBTO.ADMO.Users / Utilisateurs.BTBIC.BSMA O.INFC <infc.cibto.admo.users-utilisateurs.btbic.bsma.infc@canada.ca>; INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>; INFC.F CS ADM Office / Bureau du SMA SM F.INFC <infc.csadmoffice-bureauaudusmasm.infc@canada.ca>; Cardinal2, Patrick (INFC) <patrick.cardinal2@canada.ca>; INFC.O Comm DGO Users / Utilisateurs Comm BDG O.INFC <infc.commdgousers-utilisateurscommbdg.infc@canada.ca>
Subject: TASKING: Minister's trip to Toronto - June 21-22 (due June 18)

Good afternoon Policy,

The Minister will be travelling to Toronto on June 21-22, the DI is attached (and may be revised this week). Please prepare scenario notes for each of the Minister's meetings where dept. preparation is noted and provide to our office no later than Monday, June 18 at 4pm.

Thank you,

Tammy O'Grady

Coordination and Special Projects Officer | Agente de coordination et projets spéciaux

Deputy Minister's Office | Bureau du sous-ministre

Infrastructure and Communities | Infrastructure et Collectivités

Infrastructure Canada

427 Laurier Avenue West, 10th Floor, Ottawa, ON K1R 5C7

tammy.ogrady@canada.ca

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Government of Canada | Gouvernement du Canada



Infrastructure
Canada

Canada



SCENARIO NOTE TO THE MINISTER

MEETING BETWEEN MINISTER OF INFRASTRUCTURE AND COMMUNITIES AND WATERFRONT TORONTO (WT)

MEETING DETAILS

- **DATE/TIME:** Friday, June 22, 2018, 11:30 a.m. to 12:15 p.m.
- **LOCATION:** 150 King Street, Toronto
- **PARTICIPANTS (TBC):**
 - Ms. Helen Burstyn, Chair of the Board of Directors, Waterfront Toronto (Ontario)
 - Ms. Janet Rieksts-Alderman, Director, Waterfront Toronto
 - Ms. Jeanhy Shim, Director, Waterfront Toronto
 - Mr. Mazyar Mortazavi, Director, Waterfront Toronto
 - Ms. Sevaun Palvetzian, Director, Waterfront Toronto
 - Mr. Will Fleissig, President and CEO, Waterfront Toronto

Biographies are available in Annex A

ISSUE

The Minister will be meeting with WT executive leadership and federally-appointed Board members. WT will update on the Quayside, Port Lands, and Cherry Street Lakefilling projects.

KEY CONSIDERATIONS

- WT is a not-for-profit entity established under provincial legislation to lead and implement the Toronto Waterfront Revitalization Initiative (TWRI). The three orders of government each appoint four of its twelve Board members. The Deputy Minister of INFC is chairing the Inter-Governmental Steering Committee (IGSC) for the TWRI this year, being a senior officials-led information sharing and coordinating body among the three levels of government and WT. It will meet next in September.

Quayside:

- WT and Sidewalk Labs, a subsidiary of Google parent-company Alphabet, are leading the development of a technology plan to be tested in the 5-acre Quayside district located in the East Bay Front southeast of Downtown Toronto at Parliament Slip, adjacent the Lower Don Lands and Port Lands. The plan would see the creation of a “smart city” that would include mixed residential, commercial, and retail development.
- Following a Request for Proposal (RFP) for a development funding partner, WT entered into a Framework Agreement in October 2017 with Sidewalk Toronto, Limited Partnership – a newly created entity, and affiliate of Sidewalk Labs. The Framework Agreement sets out the basic terms and principles for the Quayside and Eastern waterfront Master Innovation and Development Plan (MIDP).

- Under the Framework Agreement, WT and Sidewalk Toronto are working on establishing a Partnership Development Agreement (PDA), a public document that will provide a work plan to ultimately complete the MIDP by the end of the calendar year. A draft PDA will be available for WT Board review and review by the three levels of government in early-mid July.
- At the same time WT and Sidewalk are undertaking a public engagement process involving town halls and other means to keep the public informed and reflect feedback in the Quayside initiative as it moves forward. WT has also established an arms-length Data Strategy Advisory Panel to provide insight on ethics, accountability, transparency, protection of personal privacy, data governance and cyber security as the Quayside initiative develops.
- Since the federal government is not a funding partner in the Quayside project, its interest in WT's engagement with Sidewalk Toronto is to understand how activities will inform Government of Canada policy development on data ownership/control, privacy and ethics. INFC acts as a portal for linking to the broader federal community on policy questions and other issues.

Port Lands Flood Protection / Cherry Street Lakefilling (PLFP Project)

- In June 2017, the federal government announced a funding contribution of \$416 million towards flood protecting Toronto's Port Lands, which includes \$32.5 million for the Cherry Street Stormwater and Lakewater project which was funded separately under the Clean Water and Wastewater Fund (CWWF).
- The PLFP Project Contribution Agreement (PLFP CA) came into effect on May 1, 2018. INFC is establishing an oversight committee with WT that will serve to monitor WT's compliance to the PLFP CA.
- WT has satisfied federal duty to consult requirements to date and is engaged with First Nations communities on a means to formalize their involvement in public realm and other project aspects.
- Cherry Street lakefilling is advancing, with barges currently delivering core stone fill onsite.
- Work on the PLFP Project is progressing nicely and WT is planning to start site mobilization the first week of July.

KEY BACKGROUND

PLFP Project

- The next phase of waterfront revitalization includes flood protecting the Port Lands. The PLFP Project is expected to provide critical flood protection through the creation of a naturalized mouth for the Don River. The project scope includes brownfield remediation, the creation of public parks, green space, and upgrades to existing municipal infrastructure including roads, bridges, and water and wastewater systems. It is expected to establish new aquatic habitats and wetlands that support native species. The governments of Canada, Ontario and Toronto are contributing funding equally in a total amount of \$1.25 billion for the flood protecting of the Portlands.

UNCLASSIFIED

Quayside

- On October 16, 2017, the WT Board of Directors endorsed the selection of Sidewalk Labs as the preferred proponent to move forward as the Innovation and Funding Partner for the Quayside Project. This resulted in a Framework Agreement with Sidewalk Toronto, Limited Partnership – a newly created entity, and affiliate of Sidewalk Labs. The Framework Agreement sets out the basic terms and principles for the Quayside and Eastern waterfront MIDP.
- The endorsement would initiate a year-long multistage negotiation to develop a business plan for an innovative and sustainable smart city project. The Quayside project is viewed as a long-term project that would likely extend beyond WT's 25-year mandate which expires in 2028.
[REDACTED]
- The Quayside project will create a new community that will serve as the pilot project to test the vision and desired outcomes for the eastern waterfront. This would encompass a mixed-use of 'smart' community concepts, innovative building techniques and connectivity to build a climate positive city.
- WT has recently formed an arms-length Digital Strategy Advisory Panel to provide guidance on how best to incorporate data privacy, digital systems, and the safe and ethical use of new technologies in the next phase of waterfront revitalization. INFC has been monitoring data and privacy issues related to Waterfront Toronto and the Quayside project– mindful of the national conversations on these issues and possible higher level approaches being considered by the Government of Canada.

POINTS TO REGISTER

- Cities and urban data have become a focal point for the broader discussion on data, including with respect to Quayside and Sidewalk Labs. Mindful of national conversations taking place on this issue, INFC is interested in closely monitoring the data discussion on Quayside.
- I am happy to learn how the PLFP Project is progressing. This initiative will help flood protect portions of Toronto's downtown waterfront and support the transformation of the Port Lands into a vibrant and resilient downtown neighborhood.

Annex A – Biographies of WT Board members and WT CEO Will Fleissig

ANNEX A

Helen Burstyn
Chair of the Board of Directors, Waterfront Toronto



Appointed by the Province of Ontario in February 2016 and assumed the role of Chair in January 2017.

Helen Burstyn has enjoyed a 35-year career in government, business, academia, broadcasting and community service.

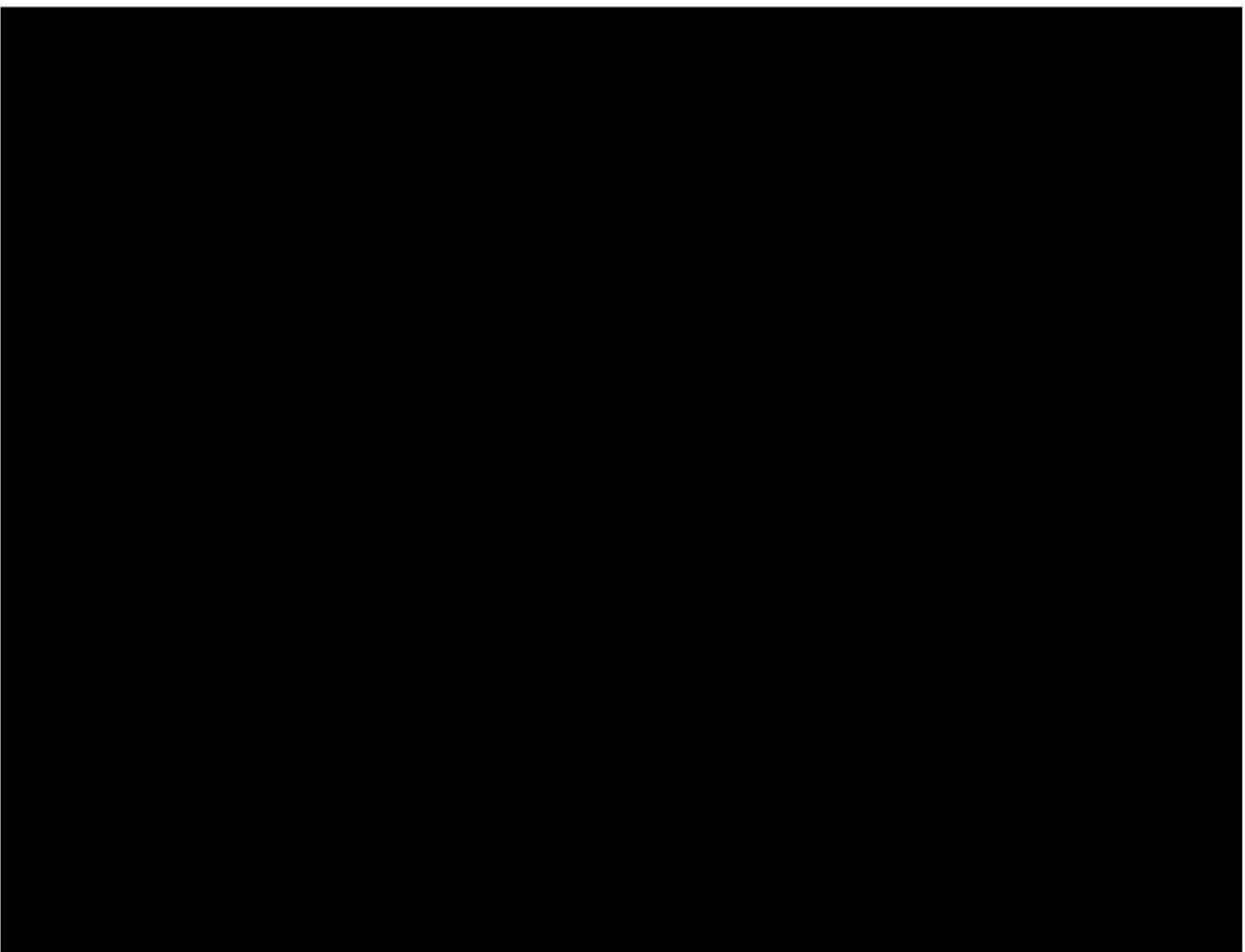
She is currently the Distinguished Visiting Professor in the Social Venture Zone at Ryerson University and the co-host of Toronto Files on RogersTV, a weekly community affairs program focusing on the people and issues that matter to Toronto.

The former Chair of the Ontario Trillium Foundation, Helen also served for several years as the Government of Ontario's Special Advisor, Social Enterprise and Chair of the Partnership Forum, the province's advisory body on the not-for-profit and voluntary sectors.

Helen is a director of many non-profit and charitable organizations. She currently serves as Chair of Evergreen and The Walrus Foundation. She is a board member of the Canadian Opera Company, Harmony Hall Centre for Seniors, The Learning Partnership, Luminato, Prime Ministers Row (Ottawa), Soundstreams, the Toronto International Film Festival (TIFF), and the Toronto Public Library Foundation. She is also on the advisory boards of LIFT Philanthropy Partners, the Koffler Centre for the Arts and The Pecaut Centre for Social Impact (LEAP), an organization she co-founded. She served for nine years as a Trustee of CAMH and is a past-president of the Canadian Club of Toronto, co-founder of Gilda's Club Greater Toronto and a founding member of Equal Voice.

UNCLASSIFIED

Janet Rieksts-Alderman
Director, Waterfront Toronto



Jeanhy Shim
Director, Waterfront Toronto



Appointed by the government of Canada in June 2017.

Jeanhy has been working in the real estate development industry for the past 25 years, providing strategic market analysis, advice and innovative solutions to leading developers, financial institutions, brokers and consultants in the Toronto GTA. Her experience spans the full spectrum of real estate development, including land acquisition, market research and analysis, product development, sales and marketing strategy, sales team management, customer service and post-construction service.

As a Vice President or Consultant, Jeanhy has been involved in over 100 residential projects across the Toronto GTA, as well as projects in other areas of Ontario, Canada and USA. In 2013, she also founded Housing Lab Toronto – an independent housing research think-tank dedicated to re-thinking how we grow our cities; and in 2015, she launched the Children's Discovery Centre pilot project - Toronto's first and only children's museum. The goal of the pilot was to demonstrate a growing need for family-friendly amenities as key part of our growing city, and based on its success, work is now underway to open a permanent, world-class children's museum in Toronto.

Jeanhy has a Master's degree from the London School of Economics and Political Science, and a B.A. from McGill University.

Mazyar Mortazavi
Director, Waterfront Toronto



Appointed by the government of Canada in January 2017.

Mazyar Mortazavi, President and CEO of TAS, is a prominent Toronto city builder with a passion for community-based initiatives. As an entrepreneur for the public good, Mazyar operates on the philosophy that connected communities lead to more beautiful, resilient cities. With this passion for cities, he spearheads projects and initiatives that celebrate culture and art, prioritize sustainability, and foster positive neighbourhood relationships.

After receiving his undergraduate degree in Environmental Studies and Masters in Architecture from the University of Waterloo, Mazyar joined TAS, the family business. Over the past 16 years, he has applied a strong environmental and progressive approach to business earning TAS a B Corp certification and numerous project awards. Under Mazyar's direction, TAS is on the leading edge of change, developing beautifully designed residential and commercial buildings in multiple urban neighbourhoods.

Sevaun Palvetzian
Director, Waterfront Toronto



Appointed by the government of Canada in December 2016.

Sevaun Palvetzian has been CEO at CivicAction since January of 2014. Before CivicAction, Sevaun held several senior executive roles within the Ontario Government including leading the Ontario Place Revitalization project and launching the Youth and New Professional Secretariat – a government-wide strategy to attract and retain future generations of leaders which included launching the award-winning Learn and Work Program for at-risk youth.

Prior to her work in government, Sevaun held positions at the University of Toronto, the World Bank Group, and Presidential Classroom, a Washington D.C. -based civic education organization. Sevaun frequently contributes to city-building efforts including serving as a member of the Premier's Community Hubs Advisory Group, the City of Toronto's Poverty Reduction Strategy Advisory Committee, The Toronto Police Service Board Transformational Task Force, and as a member of Mayor John Tory's Advisory Panel for International Hosting Opportunities. She also sits on the Board of Directors for both Toronto Region Immigrant Employment Council (TRIEC), NPower Canada, and is a member of Ivey Business School Leadership Council.

She completed the Ivey Executive Program at the Ivey School of Business and has an M.A. in history from the University of Western Ontario.

Will Fleissig
President and CEO, Waterfront Toronto



Before joining Waterfront Toronto in January 2016, Will was the President of Communitas Development, a real estate development and advisory company in San Francisco that leads and advises on community-oriented urban developments. He has overseen multiple award-winning, mixed-use, large-scale urban projects.

Will has served in the public sector as the Director of Planning and Development for the City of Boulder, Colorado, and as the Director of Downtown Planning and Development in Denver, where he led the city's efforts to revitalize several historical areas of the city.

Previously, Will directed the planning of many prominent transit-oriented development projects including Boston's North Station Development Plan, Kendall Square/Cambridge Center Master Development Plan and Denver's Union Station Master Development Plan.

Will is well-known nationally as a development and thought leader, building new and existing communities into sustainable, accessible, vibrant and beautiful places. His experience in community engagement, district-scale sustainability, building equitable and inclusive communities, and transit-oriented development serves as an ideal match for Waterfront Toronto's overall approach and vision for community- and city-building.

Will holds a Bachelor of Arts from the University of Pennsylvania; a Bachelor of Architecture in urban design from the City College of New York, and a Master in Public Administration with an emphasis on public finance from Harvard's John F. Kennedy School of Government. He is a licensed architect in the State of California.

Cariaga, Flordeliza (INFC)

From: Campbell, Glenn (INFC)
Sent: June 21, 2018 12:35 PM
To: Tippins, Shawn (INFC)
Subject: Re: Plan for DM brief re WFT

Thanks, don't recall reaching agreement, was more for consideration

Glenn Campbell

[REDACTED]
613 941-0722 (w)

From: Tippins, Shawn (INFC)
Sent: Thursday, June 21, 2018 12:14 PM
To: Campbell, Glenn (INFC)
Subject: RE: Plan for DM brief re WFT

Thanks.... Some updates

I Had the TWG conference call with T.O, and the province (Carol Mercer participating). POB was also on the call – no WT reps.

[REDACTED]

I think the agenda for 1-day meeting they have proposed provides us with a lot of opportunity for that. They are Keen however to meet in July.

[REDACTED]

From: Campbell, Glenn (INFC)
Sent: June 21, 2018 11:41 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Re: Plan for DM brief re WFT

Thanks [REDACTED] She will want a forward agenda plan beyond first ISGC meeting.

Glenn Campbell
[REDACTED]

613 941-0722 (w)

From: Tippins, Shawn (INFC)
Sent: Thursday, June 21, 2018 9:37 AM
To: Campbell, Glenn (INFC)
Subject: RE: Plan for DM brief re WFT

Thanks – putting something together. Next IGSC is scheduled for early Sept. Will put some ideas together for tomorrow's discussion.

The draft MoU/accord business is still ion play: I found out yesterday from POB that there's another tri-gov't working group telcon this morning, and the City is tabling a draft agenda for a meeting on the MoU/accord work that they hope to hold in the coming weeks.

I will participate .I can signal that we're interested in meeting but that we likely will have some ideas on governance that may call for a different approach than the draft document that was being contemplated last year.

[REDACTED]

From: Campbell, Glenn (INFC)
Sent: June 21, 2018 8:59 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>
Subject: Plan for DM brief re WFT

Shawn,

Need a plan for tomorrow.

Suggest we scope out a timeline and calendar, and set the IGSC agenda for meetings. Assume need options for meeting if end up more frequent.

[REDACTED]

Also should write down some priorities for agenda [REDACTED] including how we want to run/chair the meetings. Potential products, meeting themes, etc.

Thanks

Glenn Campbell

[REDACTED]
613 941-0722 (w)

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: June 22, 2018 9:04 AM
To: Morin, Kathy (INFC)
Subject: FW: Plan for DM brief re WFT
Attachments: IGSC issues for discussion.docx

For the meeting.

From: Tippins, Shawn (INFC)
Sent: June 21, 2018 6:46 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>
Subject: RE: Plan for DM brief re WFT

Glenn – attached is a document of Key issues and a timeline of sorts to help focus our discussion with Kelly tomorrow. Happy to discuss in the morning prior to meeting. ST.

From: Campbell, Glenn (INFC)
Sent: June 21, 2018 8:59 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>
Subject: Plan for DM brief re WFT

Shawn,

Need a plan for tomorrow.

Suggest we scope out a timeline and calendar, and set the IGSC agenda for meetings. Assume need options for meeting if end up more frequent.

Also should write down some priorities for agenda [REDACTED] including how we want to run/chair the meetings. Potential products, meeting themes, etc.

Thanks

Glenn Campbell

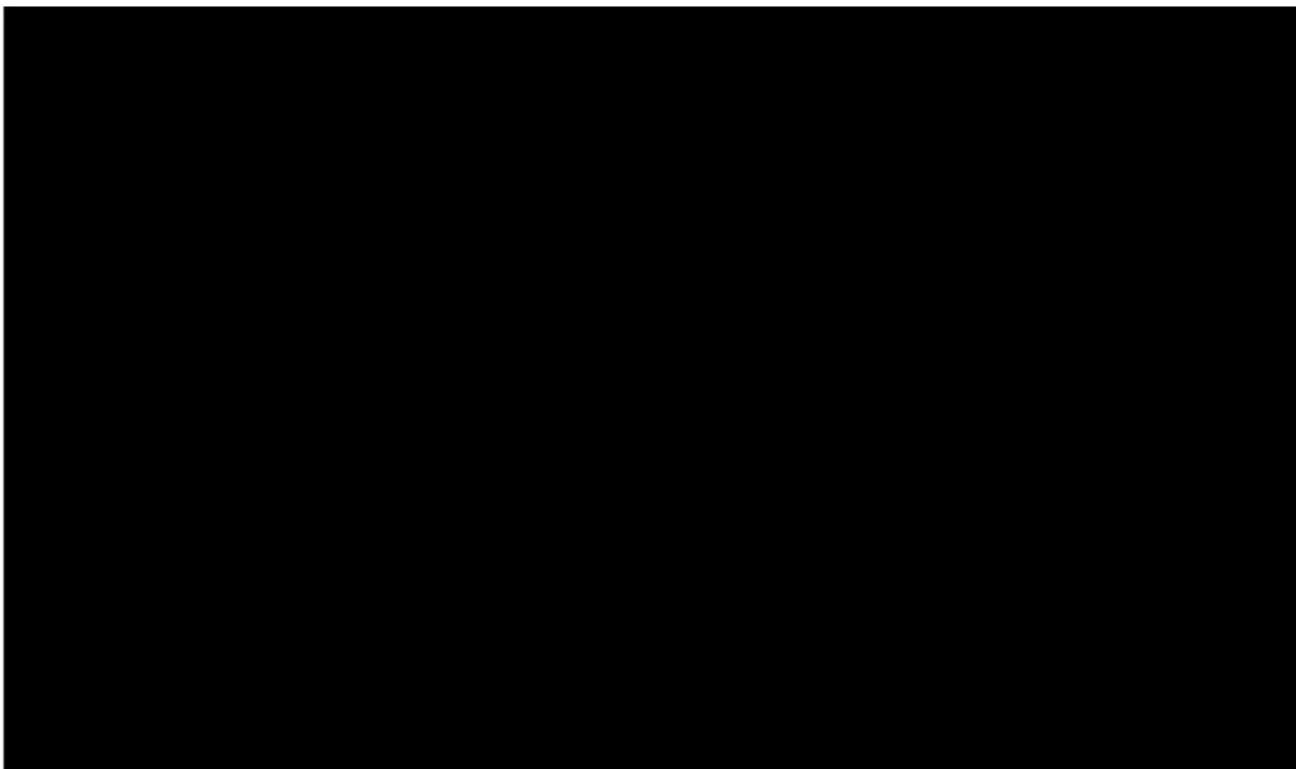
[REDACTED]
613 941-0722 (w)

IGSC Brainstorming – Items for consideration:

Priority Governance Issues:

Governance structure:

- Continuing need for Quayside Executive Steering Committee (QESC) vs. ad-hoc IGSC meetings on Quayside issues [REDACTED]
- INFCA-WT Bilateral Oversight Committee on Portlands Contribution Agreement



Near-term Quayside Issues:

Draft Partnership Development Agreement (PDA):

- July 10: draft PDA circulated to gov'ts
- July 11 – 19: Government briefings (details and sequence of briefings TBD)
- July 20: QESC/IGSC meeting where governments share comments on draft PDA:
 - o Need to review the PDA [REDACTED]
 - o Need to determine if government “approval” of the PDA if required and what that looks like (question as to whether such federal approvals will be provided given that the federal government is not generally subject to provincial legislation)

Timeline for standing & ad-hoc IGSC meetings (INFC Chair)

Partial rolling agenda format. Combination of in-person and virtual attendance.
Propose INFC as rapporteur.

Sept 6th

- approval of previous IGSC minutes
- Port Lands C.A. update
 - o project-specific updates
- Updates on First Nations consultations
 - o progress on MoU to formalize involvement
- Over-arching governance MoU initiative
 - o Tabling of draft MoU for approval
- Quayside update
 - o Tabling of completed PDA
 - o **Update on MIDP negotiations**
- Update on work of DSAP (will have had 2nd meeting in August)
- ERP implementation and roll-out
 - o City/EY audit of ERP
- Update on Gov't audits of WT
- Update on Ontario AG review of WT
- WT Toronto Financial Update
 - o Quarterly Financial Report
 - o Borrowing
 - o Five-year strategic Business Plan

Ad-hoc QESC to discuss MIDP (TBD)

January 2019 IGSC (date TBD)

- Tabling of completed MIDP
- Port Lands C.A. update
- Annual report?
- Annual plan?

May 2019 IGSC (date TBD)

- Issues TBD.

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Cariaga, Flordeliza (INFC)

From: Claudia Landres-Hansen [REDACTED]@waterfronttoronto.ca>
Sent: June 26, 2018 10:35 AM
To: Bruce Singbush; Carol Mercer; David Stonehouse; Campbell, Glenn (INFC); Lynn Kekanovich; Tippins, Shawn (INFC)
Subject: DSAP material June 25
Attachments: FRM_DSAP Comments Principles PDA_Ver_001_FNL.docx; Plan_Development_Agreement - PANELIST VERSION.pdf; DSAP Base Deck June 25 2018.pdf

Good morning all,

Here is the material discussed during the Digital Strategy Advisory Panel on June 15th.

Thanks,

Claudia

claudia landres-hansen | administrative assistant | Waterfront Toronto | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

**Pages 178 to 196
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act***

**Les pages 178 à 196
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information**

ATIA-16(2)(c)

Welcome to the Waterfront Toronto Digital Strategy Advisory Committee Meeting #2

June 25, 2018



WATERFRONT TORONTO DIGITAL STRATEGY ADVISORY PANEL

MEETING #2 - AGENDA

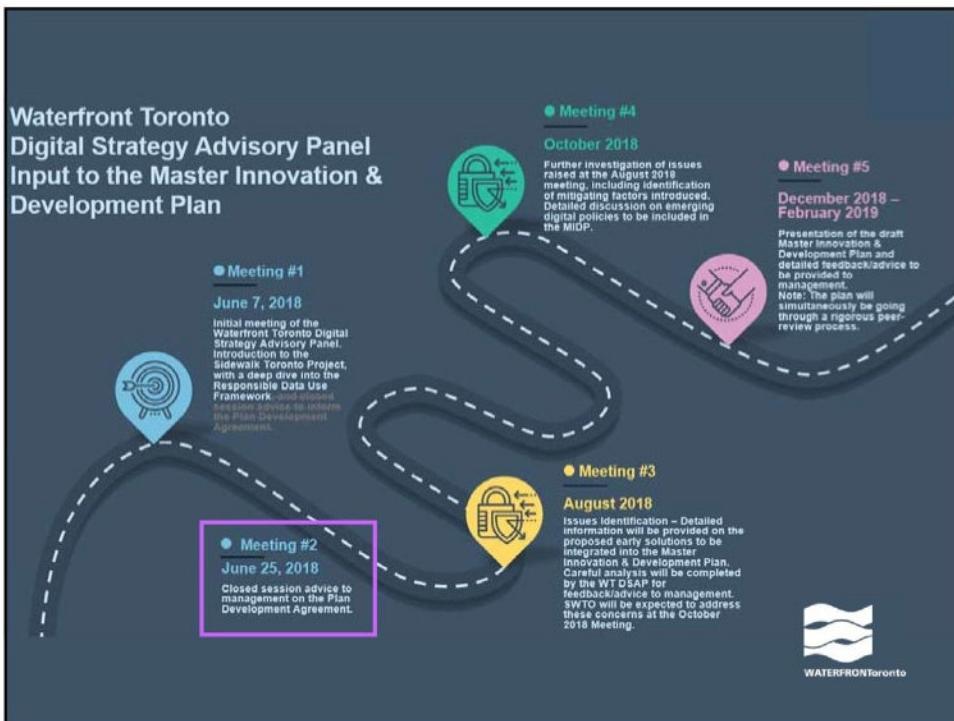
June 25, 2018 - 3:00pm – 4:30pm
VIRTUAL SESSION

Dial-in: [REDACTED]

3:00 – 3:05 pm	Opening Session Welcome & Introductory Remarks	M. Geist
3:05 – 4:25pm	Closed Session Agenda: Plan Development Agreement Advice to Management <i>The Panel will discuss this item in Closed Session, being an Update on Plan Development Agreement Discussions, as is permitted by By-Law No.2 of the Corporation. The exception relied on for the discussion of this item in Closed Session is Section 6.1.1(l) of By-Law No. 2 (a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the Corporation). The Board will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.</i>	K. Verner/ Panelists
4:30pm	Adjournment	



Remarks from Michael Geist, Interim Chair Waterfront Toronto Digital Strategy Advisory Panel



Declarations of Conflict of Interest



Motion to go into closed session



Plan Development Agreement
Kristina Verner
Vice President, Innovation, Sustainability & Prosperity
Waterfront Toronto



Purpose of the PDA



What is the Plan Development Agreement?



- The Plan Development Agreement (PDA) is essentially the protocol document that describes how Waterfront Toronto and Sidewalk Labs will work together to create the Master Innovation and Development Plan (MIDP)
 - The MIDP development is anticipated to span to the end of 2018, with Board and Government approvals to be sought in Q1/Q2 2018
 - The PDA is intended to be released publicly after it is fully executed
- Consists of commercial terms pertaining to the Sidewalk Funding Contribution (\$50M USD) that has been committed to prepare the MIDP
- Principles regarding collaboration, government relations, digital policies, and intellectual property are included to ensure there is alignment in the overall approach
- Preliminary Implementation Agreements, which will follow the MIDP, will contain the detailed commercial terms for each of the elements that are approved to move forward



9

Overview of Approach



What we are asking of the DSAP



- Review the principles that are provided for in the PDA related to:
 - Intellectual Property
 - Digital Governance Framework
- Provide recommendations using the document provided, capturing suggestions using the following method:
 - PDA – Identify any critical items that have been missed – at a level similar to the other items that are listed
 - MIDP – Recommendations as to how you would like the team working on these areas preparing the MIDP to consider these topics. Are there precedent examples that you would recommend that are investigated? Are there specific considerations that you would like to have investigated?
 - Preliminary Implementation Agreements – Are there specific considerations regarding commercial terms that you think Waterfront Toronto should pursue?
- Note: The tracking document will be maintained on our Collaboration site to ensure we have an on-going method of capturing recommendations as the scope of the project becomes more clear. The focus on the initial review should be on the PDA considerations.

11

What we are asking of the DSAP



Current Language	Recommendations for PDA Consideration Estimated Duration of Coverage: August 1, 2018 – May 1, 2019	Recommendations for MIDP Consideration Estimated First Draft: End of 2018 Estimated Consideration for Approval: Q2 2019	Recommendations for Implementation Consideration Estimated Preliminary Implementation Agreement: Q4 2019 Ongoing based implementation for 3-5 years on Quayside
	<p>The PDA sets out the working relationship for the preparation of the Master Innovation and Development Plan (MIDP). The PDA also sets out the principles that will be considered for implementation. These principles are being described at the principle level, with the intent to explore and more fully describe these areas in the Master Innovation and Development Plan.</p> <p>Recommendations for this stage should be at the principle level.</p>	<p>The MIDP will be the planning document that will be considered for implementation by the Master Innovation and Development Plan Board of Directors. The MIDP will contain detailed information that will be considered for implementation in future phases of work, should it be approved.</p> <p>Recommendations for this stage should be at the policy and approach level.</p>	<p>Implementation Agreements will take various forms and will span multiple years. It will not be a one-time/flat all implementation agreement to govern the entire project.</p> <p>Please also note the time span associated with this. Given the time span, both available solutions and policy frameworks will evolve.</p> <p>Recommendations for this stage should be at the tactical level.</p>

12

Introduction to the Intellectual Property Principles



Intellectual Property in the PDA



14

Introduction to the Digital Governance Principles



Digital Governance Principles



Personal privacy, civil society protections and technological sovereignty

Data governance and stewardship that ensures both data/information sovereignty protection and innovation

Data sovereignty and routing

Serve as an enabler/catalyst for open innovation

Responsive/agile policy framework to adapt to new realities

Ensure a secure environment for all products and services

Responsible Data Use

16

Questions & Answers -and- Panelist Feedback



Motion to go into open session



Upcoming Meeting Dates



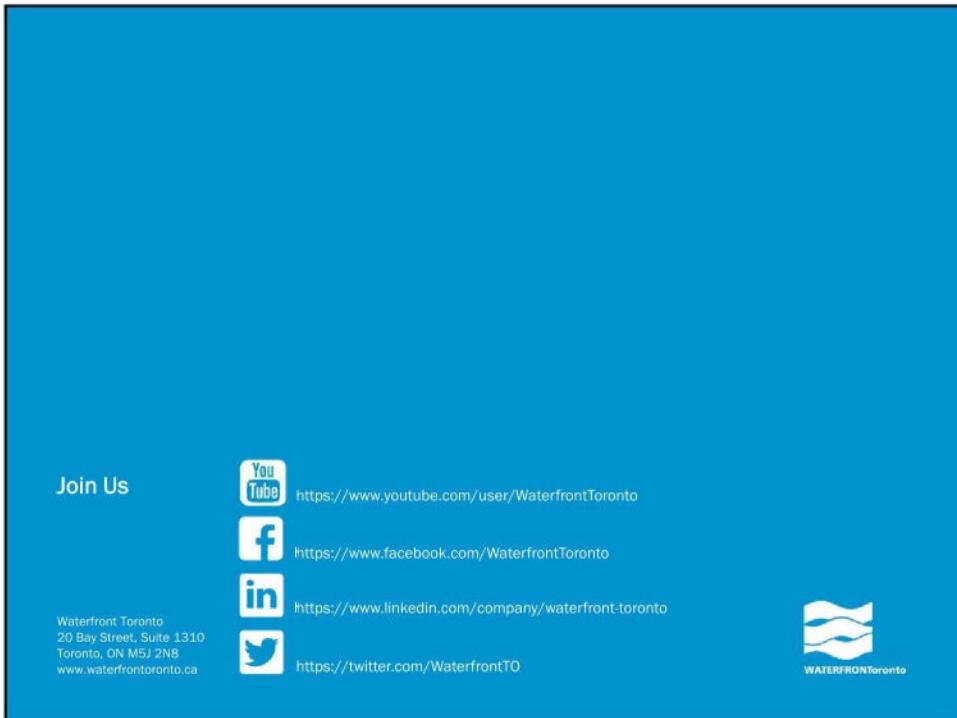
August 16, 2018
October 18, 2018.
December 13, 2018*
January 17, 2019*
February 14, 2019*
April 11, 2019
June 13, 2019
August 15, 2019
October 17, 2019
December 12, 2019

*These are being placed as holds.

One or more of these meetings may not be required depending on the timing for the delivery of the draft Master Innovation & Development Plan.

Adjournment





Waterfront Toronto
20 Bay Street, Suite 1310
Toronto, ON M5J 2N8
www.waterfronttoronto.ca



Cariaga, Flordeliza (INFC)

From: Wellman, Angela (INFC)
Sent: July 6, 2018 3:10 PM
To: Tippins, Shawn (INFC)
Subject: WFT update for DM July 6 - just add in annexes

Importance: High



WFT update from
DML,July 6,2018

**BRIEFING NOTE TO THE DEPUTY MINISTER****Waterfront Toronto Update**

(For Information)

ISSUE

- On July 20 you will meet your new Ontario counterpart, Scott Thomas, prior to Chairing the Quayside-focused IGSC meeting. The IGSC is meeting in lieu of the lower-level Quayside Executive Steering Committee (QESC).
[REDACTED]

SCENARIO OF ITEMS FOR DISCUSSION

- The Quayside Partnership Development Agreement is the key item intended for discussion on July 20. You may also wish to take the opportunity to confirm the Governance approach to the Toronto Waterfront Revitalization Initiative (WTRI), including the IGSC and its associated bodies. While not originally intended for discussion, Port Lands flood remediation contribution agreement and the resignation of Waterfront Toronto CEO Will Fleissig may come up on the meeting's margins.

Quayside Update

- On June 26 Waterfront and Sidewalk Toronto issued a joint newsletter pushing back timelines for finalizing the Master Innovation and Development Plan to spring 2019. A copy of the newsletter and related media is included in **Annex A-1**.
- Waterfront and Sidewalk Toronto continue to work towards completing the Development Agreement. Governments were briefed on a draft term sheet for the Agreement on June 14 and will be briefed on a revised version on July 13. The Waterfront Board is meeting on July 9th to discuss the communications strategy for the Agreement's release. An early draft of the term sheet is provided under **Annex A-2**.
[REDACTED]

WTRI Governance: QESC and July 16th MoU workshop

- [REDACTED]

SCERET

- [REDACTED] If so, an important aspect to resolve is how Waterfront Toronto's involvement in Quayside-focused IGSC meetings is to be managed. The original intention with the QESC was for Waterfront to act as its secretariat – as most supporting documents would come from them.
- IPI and POB staff will meet with City of Toronto and Ontario personnel on July 16 to workshop issues around Waterfront governance. [REDACTED]

[REDACTED] The proposed agenda for the meeting is included under **Annex B-3**.

- [REDACTED]

Port Lands Flood Remediation'

- The Contribution Agreement (CA) for the Port Lands flood protection project came into effect on May 1, 2018. INFC is establishing an oversight committee with Waterfront that will serve to monitor Waterfront's compliance to the CA.
- Waterfront has satisfied federal duty to consult requirements to date and is engaged with First Nations communities on a means to formalize their involvement in public realm and other project aspects.
- Cherry Street lake filling is advancing, with barges currently delivering core stone fill onsite.
- Work on the Port Lands flood protection project is progressing well and Waterfront is planning to start site mobilization the first week of July.

Resignation of Will Fleissig

- On July 4 the Waterfront Toronto Board of Directors announced the resignation of CEO Will Fleissig.
- Ontario-appointed Board member Michael Sobrega is acting CEO while the Board undertakes the search for a permanent replacement. Media materials on Mr. Fleissig's resignation are included under **Annex C**.

NEXT STEPS

- A teleconference with Mr. Thomas, possibly involving participation from the City, should be held to scope these issues in advance of the July 20 IGSC. Key points to register for such a

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call are attached. We will work with contacts in Ontario, the City and Waterfront to finalize the agenda for the July 20 meeting and provide key materials for consideration at the discussion.

POINTS TO REGISTER – TELECONFERENCE ON WATERFRONT TORONTO ISSUES

Quayside Update

- I noted the announcement of the revised timeline for completing the Mater Innovation and Development Plan which is now targeting spring 2019.
- We expect Waterfront to circulate the draft Partnership Development Agreement in the coming days. Our interest from the federal perspective will be to review the draft to ensure it aligns with Waterfront's founding legislation and the Port Lands contribution agreement.
- As you may know data governance and privacy issues are a major sensitivity in the public space, I understand the Advisory Panel is engaged on key principles for IP and digital and data governance that will be included in the draft development Agreement.

Governance

- The IGSC has typically met quarterly to consider the full range of issues with respect to the Waterfront Toronto Revitalization Initiative. More regular issue specific discussions have tended to take place at a project management or "Executive Steering Committee" level. This was our initial approach on Quayside
- [REDACTED]
- [REDACTED] As Waterfront was acting as the secretariat and rapporteur for Quayside ESC discussions, we will need to think of a way in which we can discuss Quayside matters strictly between the three governments, when required.
- [REDACTED]
- I am open to this effort. As you may know Infrastructure Canada engages on high-level strategic issues and acts as a bridge back to the federal family, but does not get involved on issues that are otherwise better left with Waterfront Toronto's management and Board – such as oversight of operational matters.
- [REDACTED]

Port Lands Flood Remediation

- My staff report that work on the Port Lands flood protection project is progressing well and Waterfront is planning to start site mobilization the first week of July.
- Do you have a similar perspective?

Resignation of Waterfront Toronto CEO, Will Fleissig

- We thank Will Fleissig for his service and wish him well in his future endeavours.
- We welcome Michael Sobrega in his role as acting CEO, while he and the rest of the interim leadership team search for a permanent replacement.

Orientation of the New Government toward the Waterfront Toronto Revitalization Initiative

- We would welcome any insights you could share on broad policy directions or government initiatives that may be relevant to Waterfront.

Glenn Campbell
Assistant Deputy Minister
Investment, Partnerships and Innovation

Date

Attachments (6):

- Annex A-1 – Master Innovation and Development Plan Newsletter and Related Media
- Annex A-2 – Waterfront Development Agreement Term Sheet - DRAFT
- Annex A-3 – June 15 Meeting Materials, Digital Strategy Advisory Panel
- Annex B-1 – Outline of IGSC governance structure - DRAFT
- Annex B-2 – Terms of Reference for the IGSC and QESC
- Annex B-3 – Proposed Agenda for July 16 meeting with City of Toronto and Ontario
- Annex C – Media materials on Waterfront Toronto's CEO's resignation

Cariaga, Flordeliza (INFC)

From: Shawn Tippins [REDACTED]
Sent: July 8, 2018 7:04 AM
To: Tippins, Shawn (INFC)
Subject: Note for Wednesday Telcon between Kelly and Scott Thompson
Attachments: Revised WFT update for DM July 6 (003) - Copy.doc; Annex B-1 Governance Structure of the Waterfront Toronto Revitalization Initiative.docx

**BRIEFING NOTE TO THE DEPUTY MINISTER****Waterfront Toronto Update**

(For Information)

ISSUE

- You will have a call on July 11 with Scott Thompson, the new Deputy Minister of the Ontario Ministry of Transportation and Ministry of Infrastructure. The call provides an opportunity to touch base on the Waterfront file and discuss the agenda for the upcoming Inter-Governmental Steering Committee (IGSC) meeting in Toronto on July 20.
- Issues that may be raised on the call include the resignation of Waterfront Toronto CEO Will Fleissig; progress on the Quayside and Port Lands projects; and the go forward approach to governance of the Waterfront file between the three levels of government.

HIGHLIGHTS/KEY CONSIDERATIONS

- This call will take place on the backdrop of Will Fleissig's resignation on July 4 – a week after Waterfront announced that timelines for finalizing the Quayside Master Innovation and Development Plan (MIDP) would be pushed back to spring 2019.

- INFCC, as the IGSC chair, is committed to working closely with the Province and City to ensure the right structures are in place to coordinate among the three levels of government on the Waterfront file. This will be all the more important as Waterfront Toronto contends with changes in executive leadership while working to complete the Quayside Partnership Development Agreement (PDA), and implement the Port Lands Flood Protection project.
- The PDA is the key item intended for discussion on July 20. A draft has not yet been circulated - Waterfront Staff are expected to brief governments on it the week prior to the IGSC. Our interest will be to ensure it aligns with Waterfront's founding legislation and any relevant agreements Waterfront has with the federal government, such as for Port Lands.


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KEY BACKGROUND

Resignation of Waterfront Toronto CEO Will Fleissig

- On July 4 the Waterfront Toronto Board of Directors announced the resignation of CEO Will Fleissig. Ontario-appointed Board member Michael Nobrega will step down from Board duties to act as CEO while the Board undertakes the search for a permanent replacement. Comms materials on Mr. Fleissig's resignation are included under **Annex A**.

Quayside Update

- On June 26 Waterfront and Sidewalk Toronto issued a joint newsletter pushing back timelines for finalizing the Master Innovation and Development Plan to spring 2019. A copy of the newsletter is included in **Annex B-1**.
- Waterfront and Sidewalk Toronto continue to work towards completing the PDA. Governments were briefed on a draft PDA term sheet on June 14 and will be briefed on a revised version on July 13. The Waterfront Board is meeting on July 9 to discuss the communications strategy for the PDA's release. An early draft of the term sheet is provided under **Annex B-2**.

- [REDACTED]

Quayside Executive Steering Committee (QESC)

- [REDACTED]
- [REDACTED] an important aspect to resolve is how Waterfront Toronto's involvement in Quayside-focused IGSC meetings is to be managed. The original intention with the QESC was for Waterfront to act as its secretariat – as most supporting documents would come from them. It will be important to maintain a communication channel where Quayside matters can be discussed strictly between the three levels of government.

July 16th MoU workshop

- IPI and POB staff will meet with City of Toronto and Ontario personnel on July 16 to workshop issues around Waterfront governance.

SCERET

The proposed agenda for the meeting is included under **Annex D**.

Port Lands Flood Remediation'

- The Contribution Agreement (CA) for the Port Lands flood protection project came into effect on May 1, 2018. INFC is establishing a bilateral oversight committee with Waterfront that will serve to monitor Waterfront's compliance with INFC terms and conditions under the CA.
- Waterfront has satisfied federal duty to consult requirements to date and is engaged with First Nations communities on a means to formalize their involvement in public realm and other project aspects.
- Cherry Street lake filling is advancing, with barges currently delivering core stone fill onsite.
- Work on the Port Lands flood protection project is progressing and Waterfront is planning to start site mobilization in July.

NEXT STEPS

- Your call with Mr. Thompson will scope these issues in advance of the July 20 IGSC. Key points to register are attached. We will work with contacts in Ontario, the City and Waterfront to finalize the agenda for the July 20 meeting and provide key materials for consideration at the discussion.

POINTS TO REGISTER – WATERFRONT TORONTO ISSUES***Overall message***

- I look forward to working with you as INFC takes on the IGSC Chair for this fiscal year. Two big projects we have before us are the Port Lands Flood Protection, and Waterfront's partnership with Sidewalk Labs on Quayside.
- On Quayside Waterfront is already dealing with public concerns about data security and privacy and the pressure on these that will come about from new innovations the initiative will pilot. Waterfront has pulled together Advisory experts to help get these matters right.
- All the while we need to make sure the Port Lands Flood Protection continues to be implemented

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- The Partnership Development Agreement (PDA) is coming up for our consideration, which I think gives us an opportunity to refocus the IGSC agenda.
- The PDA's release will signal the start of an intense period for Waterfront and we want to make sure the right institutional structures are in place in the near term to provide guidance to Waterfront's Board and management, especially as it contends with changes in executive leadership.
- Near term I think we need to look at how we organize ourselves on the governance side to best support the institution and CEO. I would welcome your views here, and hope we can discuss further when we meet in Toronto on July 20th.

Quayside-specific points

- I noted the announcement of the revised timeline for completing the Mater Innovation and Development Plan which is now targeting spring 2019.
- We expect Waterfront to circulate the draft Partnership Development Agreement in the coming days. Our interest from the federal perspective will be to review the draft to ensure it aligns with Waterfront's founding legislation and the Port Lands contribution agreement.
- As you may know data governance and privacy issues are a major sensitivity in the public space, I understand the Advisory Panel is engaged on key principles for IP and digital and data governance that will be included in the draft development Agreement.

Governance-specific points

- The IGSC has typically met quarterly to consider the full range of issues with respect to the Waterfront Toronto Revitalization Initiative. More regular issue specific discussions have tended to take place at a project management or "Executive Steering Committee" level. This was our initial approach on Quayside
- [REDACTED]
- [REDACTED] As Waterfront was acting as the secretariat and rapporteur for Quayside ESC discussions, we will need to think of a way in which we can discuss Quayside matters strictly between the three governments, when required.
- [REDACTED]
- I am open to this effort. As you may know Infrastructure Canada engages on high-level strategic issues and acts as a bridge back to the federal family, but does not get involved on

SCERET

issues that are otherwise better left with Waterfront Toronto's management and Board – such as oversight of operational matters.

Port Lands-specific points

- My staff report that work on the Port Lands flood protection project is progressing and Waterfront is planning to start site mobilization this month.
- I would welcome any views you would like to share on the project from your perspective.

Resignation of Waterfront Toronto CEO, Will Fleissig

- We thank Will Fleissig for his service and wish him well in his future endeavours.
- We welcome Michael Nobrega in his role as acting CEO, while he and the rest of the interim leadership team search for a permanent replacement.

Orientation of Ontario's New Government toward the Waterfront

- We would welcome any insights you could share on broad policy directions or government initiatives that may be relevant to Waterfront.

Glenn Campbell
Assistant Deputy Minister
Investment, Partnerships and Innovation

Date

Attachments (6):

- Annex A – Media materials on Waterfront Toronto's CEO's resignation
- Annex B-1 – Master Innovation and Development Plan Newsletter and Related Media
- Annex B-2 – Waterfront Development Agreement Term Sheet - DRAFT
- Annex B-3 – June 15 Meeting Materials, Digital Strategy Advisory Panel
- Annex C-1 – Outline of IGSC governance structure - DRAFT
- Annex C-2 – Terms of Reference for the IGSC
- Annex D – Proposed Agenda for July 16 meeting with City of Toronto and Ontario,

Governance of the Waterfront Toronto Revitalization Initiative (WTRI)

Government Oversight

The governments make appointments to the Waterfront Toronto Board of Directors. According to the *Toronto Waterfront Revitalization Corporation Act* the Board of Directors is composed of the following members:

- a maximum of four members appointed by the federal government;
- a maximum of four members appointed by the provincial government;
- a maximum of four members appointed by the municipal government; and,
- a maximum of one member jointly appointed by all three levels of government.

Terms are for 3 years with no limit on reappointments. The member jointly appointed by all three levels is to be Chair of the Board of Directors. However, the Act has a provision to allow the board members themselves to choose a Chair from existing board members in the absence of this appointee.

The Intergovernmental Steering Committee (IGSC) will be the chief mechanism for oversight of government contribution agreements. The mandate of the IGSC was updated in September 2017. The mandate is attached.

The IGSC serves as an executive level focal point for intergovernmental management and coordination on matters related to the TWRI. Specifically, the IGSC:

- Leads the identification and discussion of general and project-specific governance issues related to waterfront revitalization and Waterfront Toronto, when necessary;
- Coordinates activities between the three levels of government and Waterfront Toronto;
- Serves as a forum for information exchange related to the implementation of tri-government funded projects;
- Undertakes joint planning exercises to ensure that proposed projects are in keeping with the goals and objectives and mandate of the TWRI and Waterfront Toronto;
- Manages contribution agreements and related activities;

The governments will continue to maintain Waterfront Secretariats. Staff of these secretariats will meet regularly as the Tri-government Working Group, in support of the IGSC.

Project Management

Executive Steering Committees (ESCs) will be established for all significant projects. Currently there is an ESC for the Port Lands, and Waterfront Transit. An ESC for the Quayside initiative may be established if warranted.

The ESC will be the main approval and decision-making body within the framework of the approved Contribution Agreements. With Respect to the Port Lands Flood Protection and enabling Infrastructure Contribution Agreement, a bilateral Infrastructure Canada – Waterfront Toronto Oversight Committee has been established to oversee Waterfront Toronto's adherence to INFC's funding conditions under the agreement.

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: July 10, 2018 3:45 PM
To: Campbell, Glenn (INFC)
Cc: Mitchell2, Lisa (INFC); Wellman, Angela (INFC)
Subject: RE: Note for Wednesday Telcon between Kelly and Scott Thompson
Attachments: Afternoon revised July 10 WFT update for DM July 6 (003).doc

Importance: High

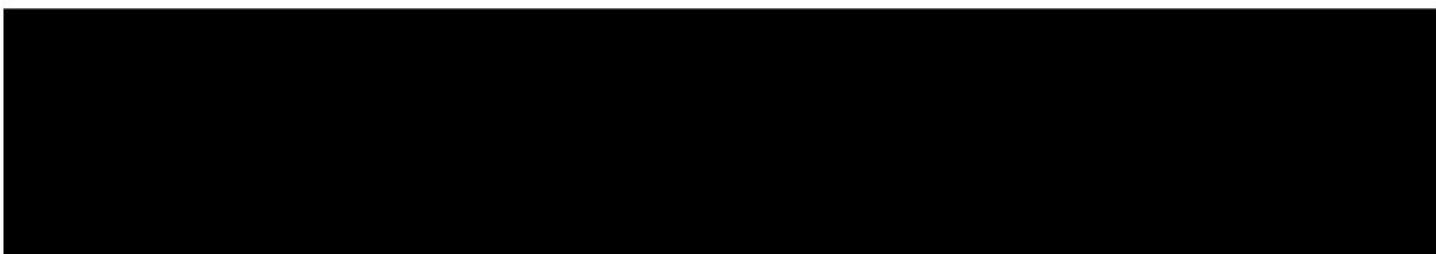
Tracking:	Recipient	Delivery
	Campbell, Glenn (INFC)	Delivered: 2018-07-10 3:45 PM
	Mitchell2, Lisa (INFC)	Delivered: 2018-07-10 3:45 PM
	Wellman, Angela (INFC)	Delivered: 2018-07-10 3:45 PM

Ok – changes made. Have worked lines on federal role into her intro remarks under points to register. Have made other changes as indicated. Grateful to know if we can now move forward. ST.

From: Tippins, Shawn (INFC)
Sent: July 10, 2018 2:22 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>
Subject: RE: Note for Wednesday Telcon between Kelly and Scott Thompson

Ok will work this into the note. AS the Call is Thurs day morning (10 or 11 am) it would ideal if we could advance the package to DMO today.

From: Campbell, Glenn (INFC)
Sent: July 10, 2018 2:15 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>
Subject: Re: Note for Wednesday Telcon between Kelly and Scott Thompson



- welcome being a funding partner on Portlands, and that implies a defined federal role with limitations
- feds is not an ongoing funding partner on WFT itself, and will look project by project, as it has done historically

- quayside project is of interest to federal government as what means for Canada, opportunity to pilot innovation, and collaborate in a unique entity with 3 orders of government

- and most important, need to ensure a strong bond between board and management, and governments need to respect and support good governance

- similarly, WF needs to be supported in dealing with its funding and planning partners [REDACTED]

[REDACTED]
- INFC is prepared to help and support other governments and navigate the policy issues coming up of national significance, [REDACTED]

Add the previous response to ONT and inclusion of its previously proposed principles to the package

Glenn Campbell
[REDACTED]

613 941-0722 (w)

From: Tippins, Shawn (INFC)
Sent: Tuesday, July 10, 2018 2:04 PM
To: Campbell, Glenn (INFC)
Cc: Mitchell2, Lisa (INFC); Wellman, Angela (INFC)
Subject: RE: Note for Wednesday Telcon between Kelly and Scott Thompson

Glenn – Fyi, I've tweaked this a little more in light of the fact that we now have the draft PDA, which I have sent to legal for their review in anticipation of Friday telcon with WT.

From: Tippins, Shawn (INFC)
Sent: July 9, 2018 2:18 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>
Subject: RE: Note for Wednesday Telcon between Kelly and Scott Thompson

Glenn – A redo of the Key Issues section and the Overall Key message section in the points to register (highlighted in yellow). Fyi - Lisa and I are meeting with DMO on Quayside stuff at 2:30

From: Tippins, Shawn (INFC)
Sent: July 9, 2018 9:12 AM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Cc: Wellman, Angela (INFC) <angela.wellman@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>
Subject: RE: Note for Wednesday Telcon between Kelly and Scott Thompson

Thanks. Checked with DMO on timing of call with Scott Thompson – it's now on Thursday, not Wed.

From: Campbell, Glenn (INFC)
Sent: July 9, 2018 7:56 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Wellman, Angela (INFC) <angela.wellman@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>

Thanks Shawn, [REDACTED]

Will have some more targeted comments after my panel event to which I am focused
[REDACTED]

The one that comes after should note importance to keep momentum on progress

Also need an explicit paragraph to tee up pre meeting of IGSC with Scott and TO [REDACTED] prior to IGSC call.

Need to better separate out discussions on governance of WFT as a whole and coordinating the role of governments.

In that respect the role of IGSC is key
[REDACTED]

Note board members are independent and act under duty of care etc

IGSC can provide guidance on tripartite basis but while supporting good governance between board and management
[REDACTED]

Note should also focus next IGSC as not just on PDA and planning, but also getting governance and structure right.
[REDACTED]

Glenn Campbell
[REDACTED]

613 941-0722 (w)

From: Tippins, Shawn (INFC)
Sent: Sunday, July 8, 2018 7:37 AM
To: Campbell, Glenn (INFC)
Cc: Wellman, Angela (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC); Mitchell2, Lisa (INFC)
Subject: Note for Wednesday Telcon between Kelly and Scott Thompson

Glenn -

I've revised the WT note based on our discussion Friday PM. The note is now oriented toward supporting Kelly's call with Scott Thompson on Wed. Changes are mostly to the Key Considerations section, which provides some strategic views, and the SPs section where I have added some overall key messages to provide a narrative [REDACTED]

I have also worked with the one-pager on governance - adding some details on appointment of Board members as well as some other tweaks.

If you are ok with these I will work with Angela to switch-out these revised versions in the package of materials we compiled on Friday and advance the package to DMO first thing Monday morning.

from my BlackBerry 10 smartphone on the Rogers network.

**BRIEFING NOTE TO THE DEPUTY MINISTER****Waterfront Toronto Update**

(For Information)

ISSUE

- You will have a call on July 12 with Scott Thompson, the new Deputy Minister of the Ontario Ministry of Transportation and Ministry of Infrastructure. The call provides an opportunity to outline the federal stance on the Waterfront file and discuss the agenda for the upcoming Inter-Governmental Steering Committee (IGSC) meeting in Toronto on July 20.
- Issues that may be raised on the call include next steps for the CEO of Waterfront, progress on the Quayside and Port Lands projects; and the go forward approach to governance of the Waterfront file between the three levels of government.

HIGHLIGHTS/KEY CONSIDERATIONS

- This call will take place on the backdrop of Will Fleissig's resignation on July 4. Waterfront's Board has put an interim leadership team in place under acting CEO Michael Nobrega as it launches the search for a new CEO.
- As Waterfront's Board deals with next steps on CEO succession-planning, it will be important for the organization to keep momentum as it progresses on Quayside, and implements the Port Lands Flood Protection project.
- On Quayside, Waterfront announced on June 26 that timelines for completing the Master Innovation and Development Agreement would be pushed back to spring 2019.
- You will want to suggest that a pre-meeting take place ahead of the July 20 IGSC, without Waterfront Toronto, between yourself, Mr. Thompson, and interim City Manager Giuliana Carbone to set the stage for items that will be considered. You will also want to emphasize the need for such pre- or in camera meetings whenever the IGSC is convened.
- The PDA is the key item intended for discussion on July 20. A draft has been provided and governments will be briefed on July 13. Our interest is to ensure it aligns with Waterfront's founding legislation and any relevant agreements Waterfront has with the federal government, such as for Port Lands. The PDA also references the key role of the IGSC on government relations for Quayside.

ATIA - 21(1)(a)	ATIA - 13(1)(d)
ATIA - 21(1)(b)	ATIA-14(a)
	ATIA-14(b)

SCERET

- The IGSC and its associated bodies is key to coordinating the role of governments on the Waterfront file. July 20 should also be used as an opportunity to review this structure and solidify any needed adjustments – impressing the need to get this right.

KEY BACKGROUND

Next steps for the CEO of Waterfront

- On July 4 the Waterfront Toronto Board of Directors announced the resignation of CEO Will Fleissig. Ontario-appointed Board member Michael Nobrega will step down from Board duties to act as CEO while the Board undertakes the search for a permanent replacement. Communications materials on Mr. Fleissig's resignation are included under **Annex A**.

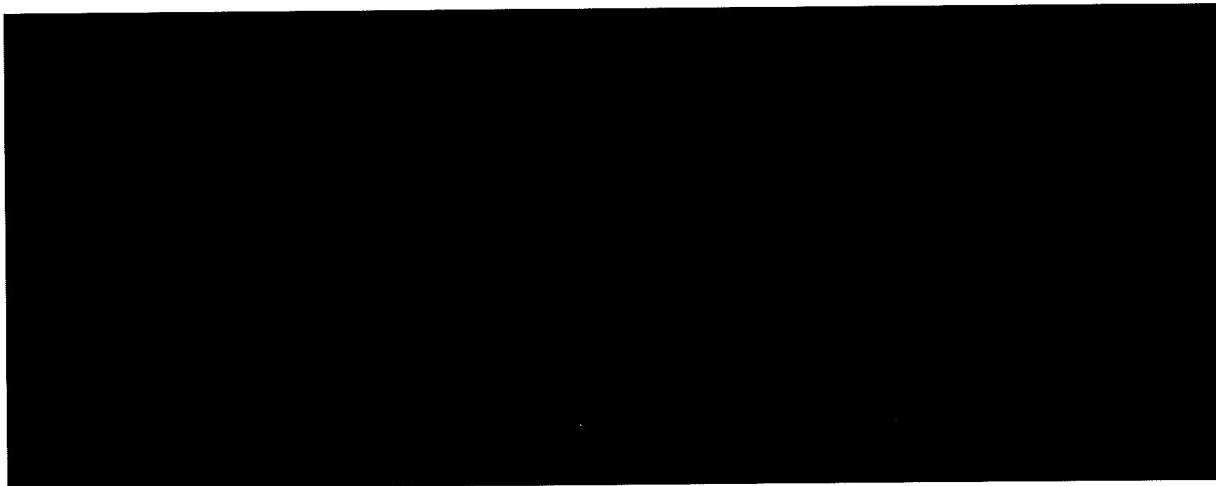
Quayside Update

- On June 26 Waterfront and Sidewalk Toronto issued a joint newsletter pushing back timelines for finalizing the Master Innovation and Development Plan (MIDP) to spring 2019. A copy of the newsletter is included in **Annex B-1**.
- Waterfront and Sidewalk Toronto continue to work towards completing the PDA. A draft has been circulated to governments, and Waterfront will brief INFC on July 13. The Waterfront Board will meet on July 31 to consider and approve the PDA, which is destined to be a public document. The draft PDA is included under **Annex B-2**.

July 16th MoU workshop

- IPI and POB staff will meet with City of Toronto and Ontario personnel on July 16 to workshop issues around Waterfront governance.

[REDACTED] The proposed agenda for the meeting is included under **Annex C-1**. To prepare for the meeting, IPI has drafted a one-pager outlining key elements in Waterfront's structure, included under **Annex C-2**.



[REDACTED] an important aspect to resolve is how Waterfront Toronto's involvement in Quayside-focused IGSC meetings is to be managed. Waterfront originally acted as the secretariat for the QESC – as most supporting documents come from them. It will be important to maintain a communication channel where Quayside matters can be discussed strictly between the three levels of government.

Port Lands Flood Remediation

- The Contribution Agreement (CA) for the Port Lands flood protection project came into effect on May 1, 2018. INFC is establishing a bilateral oversight committee with Waterfront that will serve to monitor Waterfront's compliance with the CA.
- Waterfront has satisfied federal duty to consult requirements to date and is engaged with First Nations communities on a means to formalize their involvement in public realm and other project aspects.
- Work on the PLFP Project is progressing on schedule and WT has commenced site mobilization.
- Cherry Street lake filling is advancing, with barges currently delivering core stone fill onsite.



A "Data Trust" refers to a mutual organisation formed to manage data on its members' behalf. Participants would pool their data forming a trust, stipulating conditions under which data could be shared. The trust would retain a duty of care without conflicting goals such as making a profit or furthering a research career. Waterfront and Sidewalk are considering whether such an approach may be appropriate in the context of Quayside.

NEXT STEPS

- Your call with Mr. Thompson will scope these issues in advance of the July 20 IGSC. Key points to register are attached. We will work with contacts in Ontario, the City and Waterfront to finalize the agenda for the July 20 meeting and provide key materials for consideration at the discussion.

POINTS TO REGISTER – WATERFRONT TORONTO ISSUES

Overall message and federal role

SCERET

- I look forward to working with you as INFC takes on the IGSC Chair for this fiscal year. Two big projects we have before us are the Port Lands Flood Protection, and Waterfront's partnership with Sidewalk Labs on Quayside.
- We welcome being a funding partner on Portlands, and that implies a defined federal role with limitations.
- The federal government is not an ongoing funding partner on Waterfront Toronto itself, and deals with the revitalization initiative project by project, as it has done historically.
- The Quayside project is of interest to federal government in terms of what it means for Canada – the opportunity to pilot innovation, and collaborate in a unique entity with 3 orders of government
- Importantly, we need to ensure a strong bond between Waterfront's board and management, and governments need to respect and support good governance.
- Similarly, Waterfront needs to be supported in dealing with its funding and planning partners, as some of these may pressure good governance and try to deal with governments directly.
- INFC is prepared to help and support other governments and navigate the policy issues coming up of national significance, while being mindful of the need to think in terms of national frameworks at the federal level.

The July 20th IGSC meeting

- The Partnership Development Agreement (PDA) is coming up for our consideration on July 20. The PDA's expected release in the coming weeks will signal the start of an intense period for Waterfront, as it turns completing the Master Innovation and development Plan.



- We also want to make sure we have the right coordinating structures in place to ensure issues are dealt with by the right groups and Waterfront's Board and Management receives appropriate feedback. The IGSC plays a key role here. We should review its structure and solidify any adjustments where needed.
- Along with the City, we will need to touch base just between governments ahead of July 20 to make sure we are comfortable with the agenda and to set the stage for the discussion.
- I would welcome your views, and hope we can discuss further when we meet in Toronto on July 20.

Quayside-specific points

SCERET

- I noted the announcement of the revised timeline for completing the Mater Innovation and Development Plan (MIDP) which is now targeting spring 2019.
- Waterfront has now circulated the draft PDA and is briefing governments in the lead-up to July 20. Our interest from the federal perspective is to ensure it aligns with Waterfront's founding legislation and the authorities it accords to Waterfront Toronto as a corporation.
- As a roadmap for completing the MIDP, the PDA has a number of principles around IP, data governance and privacy, public communications and government relations – which are intended to address public concerns in these areas. On interaction with governments the PDA references the key role of the IGSC.

Governance-specific points



- I am open to this effort. As you may know Infrastructure Canada engages on high-level strategic issues and acts as a bridge back to the federal family, but does not get involved on issues that are otherwise better left with Waterfront Toronto's management and Board – such as oversight of operational matters.
- 

Quayside Executive Steering Committee – specific points

- The IGSC has typically met quarterly to consider the full range of issues with respect to the Waterfront Toronto Revitalization Initiative. More regular issue specific discussions have tended to take place at a project management or "Executive Steering Committee" level. This was our initial approach on Quayside
- 

As Waterfront was acting as the secretariat and rapporteur for Quayside ESC discussions, we will need to think of a way in which we can discuss Quayside matters strictly between the three governments when required.

Port Lands-specific points

- I understand that work on the Port Lands flood protection project is progressing and Waterfront is planning to start site mobilization this month.
- I would welcome any views you would like to share on the project from your perspective.

Next Steps for the CEO of Waterfront

- We thank Will Fleissig for his service and wish him well in his future endeavours.
- We welcome Michael Nobrega in his role as acting CEO, while he and the rest of the interim leadership team search for a permanent replacement.

Orientation of Ontario's New Government toward the Waterfront

- We would welcome any insights you could share on broad policy directions or government initiatives that may be relevant to Waterfront.

Glenn Campbell
Assistant Deputy Minister
Investment, Partnerships and Innovation

Date

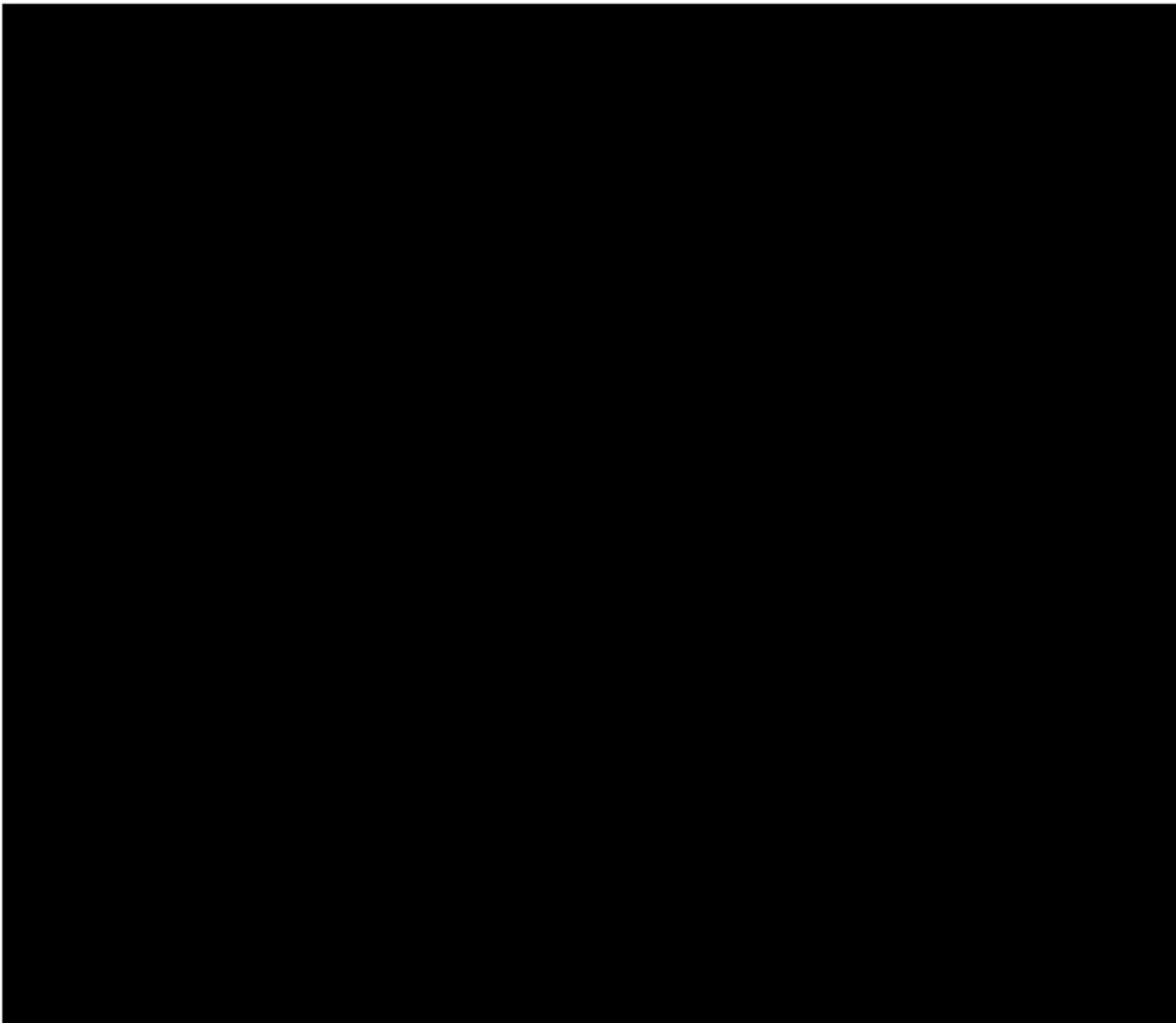
Attachments (6):

- Annex A – Media materials on Waterfront Toronto’s CEO’s resignation
- Annex B-1 – Master Innovation and Development Plan Newsletter and Related Media
- Annex B-2 – Draft Partnership Development Agreement
- Annex C-1 – Proposed Agenda for July 16 meeting with City of Toronto and Ontario
- Annex C-2 – One-pager on waterfront governance – DRAFT
- Annex D – Terms of Reference for the IGSC

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: July 17, 2018 10:08 PM
To: Tippins, Shawn (INFC)
Subject: [REDACTED]

From: McLaughlin, Sharon (Ext.)
Sent: July 17, 2018 6:53 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC) ; Sookhdeo, Zahira (Ext.) ; McLaughlin, Sharon (Ext.)
Subject: [REDACTED]



**Pages 231 to 235
are withheld
pursuant to paragraph
23
of the *Access to Information Act***

**Les pages 231 à 235
Font l'objet d'une exception totale
conformément à la disposition de paragraphe
23
de la loi sur l'accès à l'information**

Sharon

Sharon McLaughlin

Legal Counsel, Transport and Infrastructure Legal Services
Department of Justice / Gouvernement du Canada
sharon.mclaughlin@tc.gc.ca / Tel: 613-949-5554 / TTY: 1- 613-992-4556

Conseiller / Conseillère juridique, Services juridiques de Transports et Infrastructure
Ministère de la Justice / Gouvernement du Canada
sharon.mclaughlin@tc.gc.ca / Tél. : 613-949-5554 / ATS : 1-613-992-4556

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PROTECTED - SOLICITOR-CLIENT PRIVILEGE

This message, and the documents attached hereto, are intended only for the addressee and may contain privileged or confidential information, including information subject to solicitor-client privilege. Any unauthorized disclosure may be unlawful and is strictly prohibited. If you have received this message in error, please notify us immediately. Please then delete the original message and the documents attached thereto. Thank you.

Le présent message et les documents qui y sont joints sont destinés exclusivement au destinataire indiqué et leur teneur peut être confidentielle ou privilégiée. Il est strictement interdit à quiconque d'en prendre connaissance, de les utiliser ou de les divulguer. Si vous recevez le présent message par erreur, veuillez nous en aviser immédiatement et le détruire, ainsi que les documents qui y sont joints. Merci.

From: Tippins, Shawn (INFC) [<mailto:shawn.tippins@canada.ca>]
Sent: Friday, July 13, 2018 9:45 AM
To: McLaughlin, Sharon <sharon.mclaughlin@tc.gc.ca>
Subject: RE: Draft PDA and Summary document
Importance: High

The meeting is at 1pm at 427 Laurier Avenue West (The Enterprise building) It's on the 10th floor in Boardroom 10-042 (next to Glenn Campbell's office). If you can, please come 15 minutes early so you, Glenn and I can chat in advance of the call. Thx.

From: McLaughlin, Sharon (Ext.)
Sent: July 13, 2018 9:24 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: McLaughlin, Sharon (Ext.) <sharon.mclaughlin@tc.gc.ca>
Subject: RE: Draft PDA and Summary document

Hi Shaun,

Can you confirm the location of the meeting today at 1pm?

Thanks,
Sharon

From: Tippins, Shawn (INFC) [<mailto:shawn.tippins@canada.ca>]
Sent: Tuesday, July 10, 2018 8:43 AM
To: McLaughlin, Sharon <sharon.mclaughlin@tc.gc.ca>

Subject: Draft PDA and Summary document

Importance: High

Hi Sharon:

Waterfront Toronto shared the draft PDA and an associated summary document with us at COB yesterday. They have asked that it only be distributed in Hardcopy. Can I bring you a copy this morning?

Shawn Tippins

Senior Analyst,
Investment, Partnerships and Innovation Branch
Infrastructure Canada / Government of Canada
shawn.tippins@canada.ca / Tel: 613-854-7639

Analyste principal,
Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
shawn.tippins@canada.ca / Tél. : 613-854-7639

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: July 20, 2018 8:40 AM
To: Simpson, Brook (INFC); Mitchell2, Lisa (INFC)
Cc: Fenrich, Julia (INFC); Wellman, Angela (INFC)
Subject: RE: Waterfront Toronto
Attachments: IGSC Agenda July 20, 2018.docx; Tri-Government Accord.pptx; Item 2 Minutes June 14 2018.docx

Hi – please find agenda and materials associated with items 2 and 5 for the Quayside-focused IGSC meeting this afternoon, which I believe gets underway at 12:30pm. I believe the other meeting is a briefing from Program Operations folks focused on the Port Lands Flood Protection Contribution Agreement. Thx, ST.

From: Simpson, Brook (INFC)
Sent: July 20, 2018 8:01 AM
To: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>
Cc: Fenrich, Julia (INFC) <julia.fenrich@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>
Subject: Re: Waterfront Toronto

I was referring to the 11am meeting on this, I think you're talking about the 1pm which I will be on by phone yes

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Mitchell2, Lisa (INFC)
Sent: Thursday, July 19, 2018 11:31 PM
To: Simpson, Brook (INFC)
Cc: Fenrich, Julia (INFC); Tippins, Shawn (INFC); Wellman, Angela (INFC)
Subject: Re: Waterfront Toronto

Shawn will be on site with the Deputy. Will you be taking part by phone?

Let me know if you have any additional questions.

-Lisa

From: Simpson, Brook (INFC)
Sent: Thursday, July 19, 2018 4:09 PM
To: Mitchell2, Lisa (INFC)
Cc: Fenrich, Julia (INFC); Tippins, Shawn (INFC); Wellman, Angela (INFC)
Subject: Re: Waterfront Toronto

[REDACTED] I think there's a meeting tomorrow on WT so we can discuss further then.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Mitchell2, Lisa (INFC)
Sent: Thursday, July 19, 2018 3:46 PM

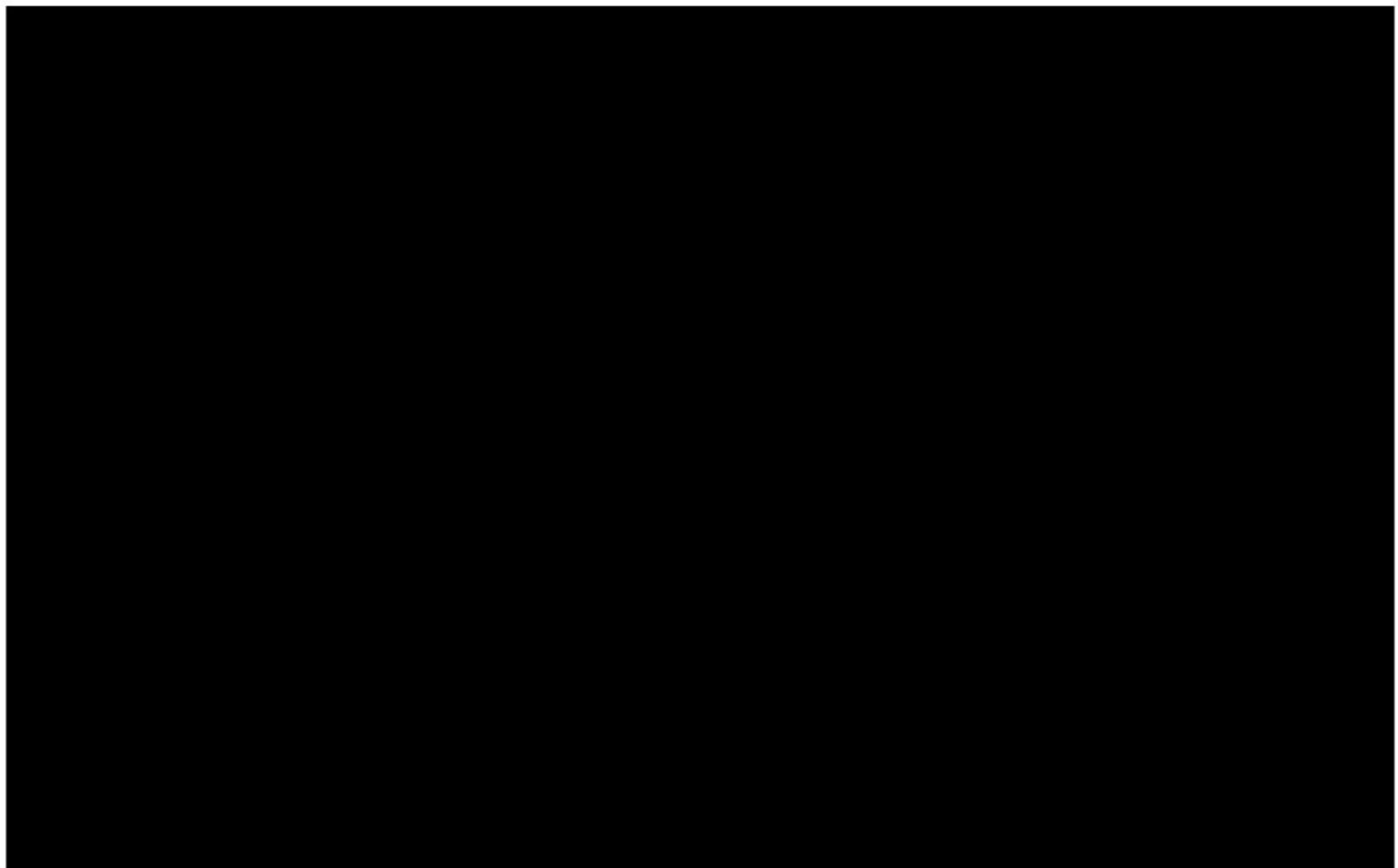
To: Simpson, Brook (INFC)
Cc: Fenrich, Julia (INFC); Tippins, Shawn (INFC); Wellman, Angela (INFC)
Subject: Waterfront Toronto

Brook,

I gather there were questions at MINO Look ahead last week with respect to the Waterfront Toronto file. I was not in the meeting, so my apologies if I have missed something, but I wanted to pass along the following information to you.

If you have any questions, please let us know,

-Lisa



Lisa Mitchell

Senior Director, Investment, Partnership and Innovation
Infrastructure Canada / Government of Canada
lisa.mitchell2@canada.ca / Tel: 613-948-6111

Directrice principale, Investissement, partenariat et innovation
Infrastructure Canada / Gouvernement du Canada
lisa.mitchell2@canada.ca / Tél. : 613-948-6111

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Waterfront Revitalization Initiative – IGSC

Special Meeting on Quayside

July 20, 2018, 12:30 to 2:00

Toronto City Hall, 23rd Floor East Tower

Draft Agenda

1. Welcome
2. Minutes of June 14 Waterfront Toronto meeting on Quayside
3. Comments and questions related to PDA (50 minutes)
4. Quayside public engagement and communications (10 minutes)
5. Outcomes from July 16 TWG workshop (10 minutes)
6. Other business (5 minutes)

Waterfront Toronto to be excused

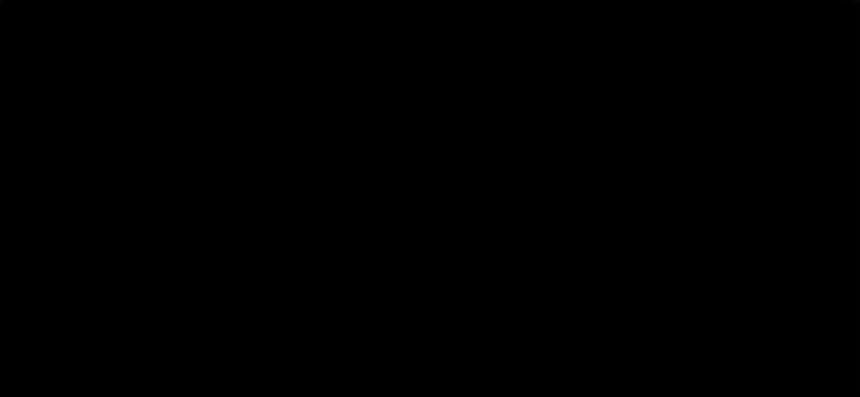
7. In Camera session (15 minutes)

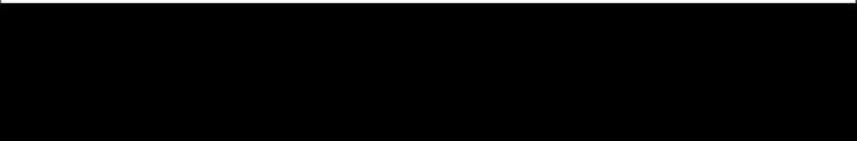
Quayside Executive Steering Committee Meeting Minutes

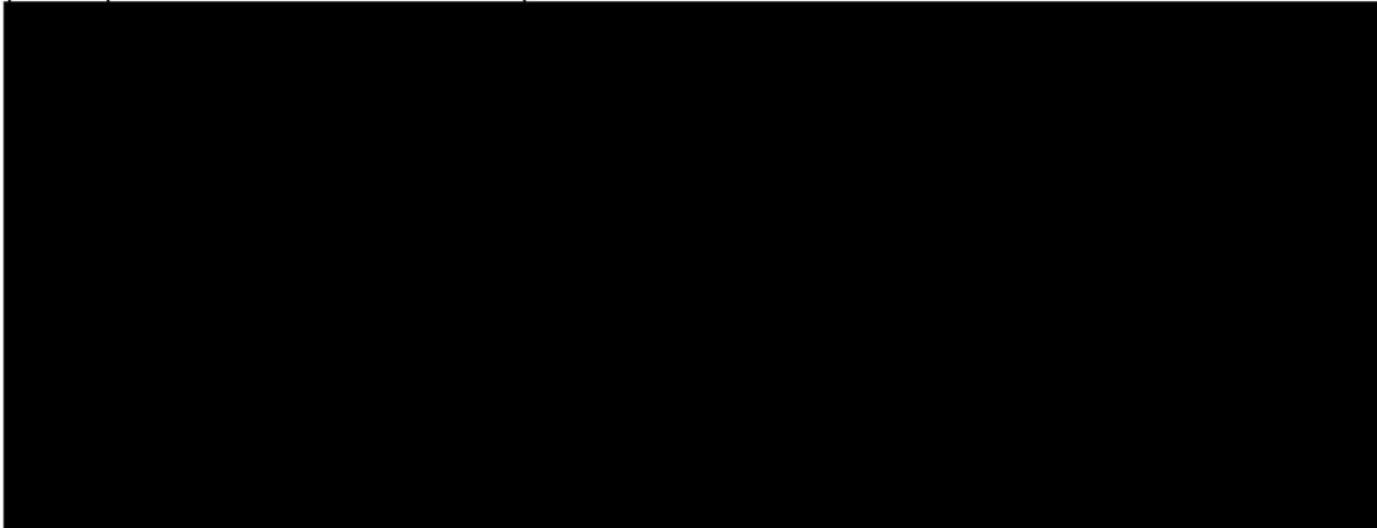
Thursday June 14th, 2018
11:00 am – 12:30 pm

Federal Representatives:	Glenn Campbell, Brooke Simpson, Shawn Tippen
Provincial Representatives:	George Zegarac, Bruce Singbush, Lynn Kekanovich
City of Toronto Representatives:	Giuliana Carbone, Lou Di Gironimo, David Stonehouse, Jayne Naiman, Siri Agrell
Waterfront Toronto Representatives:	Meg Davis (Chair), Julius Gombos, Kristina Verner, Ed Chalupka, Erik Cunningham, Michael Bernstein, Carol Webb,
Sidewalk Labs Representatives:	Josh Sirefman, Micah Lasher, John Brodhead, Lauren Skelly, Habon Ali,

	ITEMS DISCUSSED	
1.	Welcome and Introductions	Will Fleissig opened the meeting with introductions.
2.	Approval of April 20th QESC Minutes	Approved with no amendments.
3.	a) QESC Terms of Reference	Given the overlap and duplication of membership in the Quayside Executive Steering Committee (QESC) with that of the already established Intergovernmental Steering Committee (IGSC) it was agreed by all order of government to integrate and fold the QESC into the IGSC. Glenn Campbell indicated that the federal government wanted to ensure that its role remained strategic and not devolve into operational oversight.

	<p>It was agreed that more frequent meetings of the IGSC would be scheduled (every 6-8 weeks approximately) which would focus on Quayside specific issues.</p> <p>Quayside specific meetings of the IGSC would focus on tri-government co-ordination and communications of relevant policies that impact the Quayside project including, but not limited to:</p> <ul style="list-style-type: none"> • Review initial pilot projects before proposals are formally submitted to approving government regulatory authorities; • Monitor and provide input to the public and stakeholder engagement plan; • Identify input on approval pathways for proposed project innovations; • Review proposed milestones and schedule; • Review and provide input on project-related risk management protocols; <p>Quarterly meetings of the IGSC would be maintained and reserved for discussion of broader Waterfront Toronto issues including Port Lands Flood Protection updates, financial reporting and governance.</p>
4.	<p>Quayside Planned Development Agreement Update</p> <p>a. Process and timeline to receive comments on PDA</p> <p>Meg Davis indicated that PDA discussions are going well. An updated outline of the PDA approval timelines and expected deliverables was provided. The target approval date by WT's Board of Directors of the PDA is July 31, 2018.</p> <p>The timeline also included a two-week period for government review and comment on the PDA culminating in a QESC/IGSC meeting on July 20th where final comments from governments would be provided.</p> 

		<p>David Stonehouse also acknowledged the tight timelines to review the and suggested wherever possible that sections of the agreement be shared when they are ready and wherever feasible.</p> 
5.	Master Innovation and Development Plan (MIDP) Update	<p>The revised timeline for the MIDP is now post December /early 2019. The draft should not have any surprises for governments as the plan is to continuously engage all orders of government.</p> <p>David Stonehouse The City of Toronto indicated that they would be required to undertake their own public consultation process as well as report to Council on the MIDP and the Quayside project once the plan was received. Given the focus on the budget in January and February at the City and the timing of delivery of the MIDP there may be some challenges with sequencing and timing. It is likely that any staff report would not be for approval of council but for information. That is yet to be determined.</p> <p>Glenn Campbell indicated that the IGSC will have a significant role to play – governments have a role to play in expressing their views and concerns but this should not inhibit the innovation that needs to happen on this project.</p>
6.	Digital Strategy Advisory Committee Update	<p>A 15-member Digital Advisory Panel has been created to help advise WT specifically on data governance and privacy issues. Discussion are ongoing with respect to mandate of the committee and how to operationalize it.</p> <p>The City asked whether the panel was engaging with the city as there are many synergies and potential “good news stories”. WT should make an effort to reach deeper into city departments on this issue. WT indicated that City staff are being engaged and that discussions have occurred with the City CIO, several divisions, including clerks. Representatives from government have also been invited to participate in the panel.</p>

7.	<p>Public Engagement Update</p> <p>Carol Webb and John Brodhead indicated that it was moving the planned July 11th roundtable – the third in a series - to mid-August. Date to be confirmed. While August is not an ideal time of year it is necessary to continue the consultation process to avoid a large gap since Roundtable #2 in May.</p> <p>The topics to be covered will be non-controversial in nature, potentially public realm, buildings and streets but TBC.</p> <p>If approved, WT is targeting an early August release of the PDA – shortly after the July 31st Board meeting.</p> <p>A communication roll out strategy for the PDA release is being developed. In addition, an examination of the pros and cons of also releasing the Framework Agreement at the same time or shortly after the PDA is being undertaken.</p> <p>Josh Sirefman reaffirmed that it has no issue with the release of the Framework Agreement.</p> <p>John Brodhead indicated that “307” will be opening June 16th and will feature an open house. 307 is SWL’s new office and experimental workspace that will explore the many ideas and potential technologies that could become part of Quayside. It is an opportunity to engage the public to generate interest in feedback and a venue to generate new ideas from the community and workshop ideas together.</p>
8.	<p>Any other business:</p> <p>No other business. The meeting moved in camera. SWL was excused from the meeting.</p> 

ATIA - 20(1)(b)

ATIA - 20(1)(c)

ATIA - 20(1)(d)



**Pages 247 to 251
are withheld
pursuant to paragraphs
14(a), 18(b), 21(1)(a) and 21(1)(b)
of the *Access to Information Act***

**Les pages 247 à 251
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
14(a), 18(b), 21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: July 30, 2018 12:32 PM
To: Morin, Kathy (INFC)
Cc: Matharu, Krishen (INFC); Mitchell2, Lisa (INFC); Nassif, Marie-Pier (INFC)
Subject: FW: FOR ACTION: Binder for Ministerial Briefing on August 3rd
Attachments: ToC - Revised post DM (Saturday).docx; Strategic brief - INSERT TITLE.DOCX; WT Strategic brief.docx

Importance: High

Tracking:

	Recipient	Delivery
	Morin, Kathy (INFC)	Delivered: 2018-07-30 12:33 PM
	Matharu, Krishen (INFC)	Delivered: 2018-07-30 12:33 PM
	Mitchell2, Lisa (INFC)	Delivered: 2018-07-30 12:33 PM
	Nassif, Marie-Pier (INFC)	Delivered: 2018-07-30 12:33 PM

Hi there – See below - Looks like there's another urgent tasking for briefing material that developed over the weekend. I've put together a note based on our efforts from Friday (see attached). If there's anything you want to input/change please do so in the attached and send it back to me ASAP. Looks like there are pretty firm instructions in the tasking below regarding format and length for these pieces.

From: Mitchell2, Lisa (INFC)
Sent: July 29, 2018 8:34 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Karam, Vania (INFC) <vania.karam@canada.ca>; Jiang, Yi (INFC) <yi.jiang@canada.ca>; Renaud3, Michel (INFC) <michel.renaud3@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>
Cc: Litvinenko, Andrej (INFC) <andrej.litvinenko@canada.ca>; Campbell, Jacob (EC) <jacob.campbell@canada.ca>; Shawki, Hoda (INFC) <hoda.shawki@canada.ca>; Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Logue, Joelle (INFC) <joelle.logue@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Subject: Fw: FOR ACTION: Binder for Ministerial Briefing on August 3rd

FYI

Ideally I'd like to meet before Ops to discuss. 9am stand up if everyone can be there.

Thanks.

-L

From: Keenan, Sean (INFC) <sean.keenan@canada.ca>
Sent: Sunday, July 29, 2018 8:00 PM
To: Bossé, Natalie (INFC); Landry, Eric (INFC); Lechasseur, Nathalie (INFC); Makuc, Bogdan (INFC); Mitchell2, Lisa (INFC); Tremblay, Jenny (INFC); Judge, Robert (INFC)
Cc: Doucet, Antoine (INFC); INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC; Loginova, Natasha (INFC); Wellman, Angela (INFC); INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC; Smiley, Helen (INFC); McKnight, Tahanee (INFC); INFC.O PR.SHP.DGO.Users / Utilisateurs.PR.PSH.BDG O.INFC; Fraser, Sarah Jane (INFC); Sobchak, Amanda (INFC); Mandeville, Donna (INFC); Peets, Gerard (INFC)

Subject: Re: FOR ACTION: Binder for Ministerial Briefing on August 3rd

Colleagues,

As a follow-up to our message on Friday about the Table of Contents (ToC) for the Minister's binder for the briefing in Shawinigan on Friday, the ToC was provided to the DM for her comments late in the day. A final version, which incorporates her suggestions, is attached. Taskings for each of the pieces have been provided in blue.

The complete binder is due to the Minister on Wednesday. To meet this deadline, we would propose that a complete binder be provided to the DM by COB Monday, for her review. This would allow for turnaround of comments on Tuesday, with a second review by the DM that evening. Any changes following that review could be made on Wednesday.

A template for the documents is attached, which includes both a description and an example based on the Smart Cities Challenge. Please draw from existing material, being sure to reflect the elements and style of the template.

I realize that the timing is tight, but I thank you all for your efforts on this.

Sean

From: Keenan, Sean (INFC)

Sent: July 27, 2018 2:18 PM

To: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Landry, Eric (INFC) <eric.landry@canada.ca>; Lechasseur, Nathalie (INFC) <nathalie.lechasseur@canada.ca>; Makuc, Bogdan (INFC) <bogdan.makuc@canada.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Tremblay, Jenny (INFC) <jenny.tremblay@canada.ca>; Gabrielle Fitzgerald <gabrielle.fitzgerald@canada.ca> <gabrielle.fitzgerald@canada.ca>

Cc: Antoine Doucet <antoine.doucet@canada.ca> <antoine.doucet@canada.ca>; Loginova, Natasha (INFC) <natasha.loginova@canada.ca>; Wellman, Angela (INFC) <angela.wellman@canada.ca>; INFC.O

PO.ADMO.Users/Utilisateurs.OP.BSMA.O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>; Smiley, Helen (INFC) <helen.smiley@canada.ca> <helen.smiley@canada.ca>

Subject: FOR ACTION: Binder for Ministerial Briefing on August 3rd

As per the message below – from Gerard – we are preparing a binder for the ministerial briefing next Friday in Shawinigan.

As discussed with the DMs, the briefing would start with a strategic overview discussion, then lead into a discussion of INFC programs, key files, key stakeholders and how things will roll-out.

The first step is to prepare a table of contents for the binder, which you can find [here](#). We are looking for any comments by 3:00 pm today. (Please use track changes.)

In terms of key stakeholders, we would like to limit these to about 10, so you will see that we have created some groupings (e.g., industry associations). If you want to add to those groups, please put ideas in parentheses, but if we are missing some completely, please feel free to add.

Sean

From: Peets, Gerard (INFC)

Sent: July 27, 2018 12:39 PM

To: Fortin3, Marc (INFC) <marc.fortin3@canada.ca>; Dixon, Lucas (INFC) <luca.dixon@canada.ca>; Mitchell2, Lisa

(INFC) <lisa.mitchell2@canada.ca>

Cc: Doucet, Antoine (INFC) <antoine.doucet@canada.ca>; Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Geerts, Line

(INFC) <line.geerts@canada.ca>; Keenan, Sean (INFC) <sean.keenan@canada.ca>

Subject: Re: Game plan for binder /ToC

Bridges would come under priorities/key issues:

- REM
- Bridges
- Pont de QC
- others,

Gerard

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Fortin3, Marc (INFC)

Sent: Friday, July 27, 2018 12:36 PM

To: Dixon, Lucas (INFC); Peets, Gerard (INFC); Mitchell2, Lisa (INFC)

Cc: Doucet, Antoine (INFC); Eyre, Jennifer (INFC); Geerts, Line (INFC)

Subject: RE: Game plan for binder /ToC

Ok, thanks

From: Dixon, Lucas (INFC)

Sent: July 27, 2018 12:35 PM

To: Peets, Gerard (INFC) <gerard.peets@canada.ca>; Fortin3, Marc (INFC) <marc.fortin3@canada.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>

Cc: Doucet, Antoine (INFC) <antoine.doucet@canada.ca>; Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Geerts, Line (INFC) <line.geerts@canada.ca>

Subject: RE: Game plan for binder /ToC

Looks fine to me – no mention of bridges, but assume they're captured, just not written down.

From: Peets, Gerard (INFC)

Sent: July 27, 2018 12:15 PM

To: Fortin3, Marc (INFC) <marc.fortin3@canada.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>

Cc: Dixon, Lucas (INFC) <lucas.dixon@canada.ca>; Doucet, Antoine (INFC) <antoine.doucet@canada.ca>

Subject: Game plan for binder /ToC

Marc and Lisa,

I had a chance to talk to my team about moving on the binder for Friday's Min-DM in Shawinigan.

Basic format for notes should be geared to support a briefing, and conform to Kelly's desire to keep to one page.

We were thinking of 3 sections:

1. Issue: convey not just a topic, but get to why we're raising it,

2. Overview: the story, with a focus on messaging, blending in background and context as needed to support. If key decisions are needed, focus on setting them up. We will draw heavily from the existing binder for these.

3. Next steps:

Key dates, opportunities to announce, publications and reports, etc. Only stuff that is relevant to him.

Annexes should be used sparingly, avoid this turning into a brick. Focus on elements that will support the brief (placemats, diagrams) rather than heavy docs.

Sections we propose for the binder are:

- Overview note, 3-4 pages (PRB)
- Programs (one page per - format discussed above). Will arrange as Kelly suggested. - Legacy, Gas Tax, Phase I, Phase II, DMAF, Smart Cities
- Priorities and key issues (same format)
- Stakeholders / stakeholder groups (key ones, like FCM and major associations, might be standalone. Others could be grouped where basic priorities/agendas are homogeneous within the group (e.g. Rural Mayors, Big City mayors)
- Horizontal wrap ups (calendar, now to Dec, Jan to June)

Binder is needed on Wed in MinO. We are working on a timeline for getting there.

ToC fleshing this out will come to you shortly.

Thanks,
Gerard

Sent from my BlackBerry 10 smartphone on the Rogers network.

Min-DM August 3, 2018

Table of Contents

Part I:	A
Overview of Programs, Priority Files, Key Stakeholders and Portfolio Organizations	
Strategic Overview (Policy - Amanda)	1
Forward Calendar (Policy - Sarah)	2
INFC Programs	3
Complete Program Inventory (Policy – Donna)	
Legacy Programs	4
• New Building Canada Fund (POB)	
• Gas Tax Fund (POB)	
• P3 Canada Fund (IPI)	
• Other Legacy programs (POB)	
Phase 1 Programs	5
• Public Transit Infrastructure Fund (POB)	
• Clean Water and Wastewater Fund (POB)	
Phase 2 Programs	6
• Investing in Canada Infrastructure Program (POB)	
• Disaster Mitigation and Adaptation Fund (POB)	
• Smart Cities Challenge (Policy - Jenny)	
Priority Files	7
Réseau express métropolitain (REM) (POB)	
New Champlain Bridge Corridor Project (POB)	
Gordie Howe International Bridge Project (POB)	
Pont du Quebec (POB)	
Outstanding IBAs (POB)	
Economic Impact of Infrastructure spending (Policy - Tahanee)	
Infrastructure Data and Research (Policy - Gabrielle)	
Broadband (Policy - Robert)	
Key Stakeholders	8
Federation of Canadian Municipalities (Policy – Robert)	
Big Cities (Policy – Robert)	
Rural communities (Policy - Helen)	
National Indigenous Organizations (Policy - Craig)	
Finance/Private Investors (IPI)	
Industry Associations (Policy – Sarah)	
Thought Leaders (Policy – Robert)	
Portfolio and Related Organizations	9
Canada Infrastructure Bank (IPI)	
Windsor Detroit Bridge Authority (POB)	
Jacques Cartier Champlain Bridges Incorporated (POB)	
Waterfront Toronto (IPI)	
Part II:	B
Decisions Sought in the Near Term	

This is a strategic briefing note, no more than 1.5 pages long, written in short paragraph style (2-3 lines) style

The objective is to tell the story of each program/key file in a strategic way, putting the issue in context and giving a sense of what's at stake, what needs to be done and the associated benefits and risks.

The document should be thought of as an aide to guide an oral briefing for the Minister. It should touch on the important aspects of the issue without going into depth or covering all the background – that will be done either in the briefing/discussion, or at a later date.

An example for the Smart Cities Challenge (below) illustrates the approach and format.

Title (as appears in the ToC)

In one or two sentences, describe the main issue that is at stake in the program/key file (e.g. a coming decision point, a sense of the magnitude, the nature of the challenge or opportunity).

Context

Describe the current context of your program/key file that gives a sense of the current situation, needed action, the reasoning as to why.

Highlight key considerations and status of communications and engagement and perspectives of key stakeholders.

Draw in background points as needed to support the story or set up the decision – no more than are required, as this is a preliminary briefing. Opportunities to go into more depth will follow.

Keep paragraphs short. Sentences should be simple and punchy. Suggest starting with very short ~5 word sentence in **bold** to enhance “scanability.”

Risks and Mitigations

Note the top one or two risks and touch on mitigations.

Next Steps

- List important upcoming dates of key announcements, milestones, meetings that are necessary, outside events/reports etc. These will be wrapped up into an overall calendar.

Smart Cities Challenge

With 20 finalist communities having been announced in June, your approval is needed for \$250,000 grants to each of them. This money will be used to support them in preparing their final proposals, prior to the selection of winners in Spring 2019.

Context

We have issued a challenge to communities. Under the Smart Cities Challenge, communities (municipalities, and First Nations, Inuit and Metis communities) were asked to craft a “Challenge Statement” outlining a goal to make a difference in their community, to be achieved through a “smart cities” approach. Four prizes are available: one of \$50M, two of \$10M and one of \$5M. A \$300M initiative funded through to 2028, we have funding to run two more competitions.

The process tests new program design ideas. The Challenge is our effort to experiment with new ways of delivering outcomes-based programming at the community level. It is a transparent process, emphasizing public engagement and broad partnerships. Finalists and winners, picked by an independent Jury, will receive \$250,000 grants to develop their final proposals. Winning communities will receive outcomes-based contribution agreements.

Community interest across Canada has been high. We accepted 130 applications, with representation from every province and territory, from big cities to small, rural and Indigenous communities. Challenge Statements covered areas as diverse as children and youth, reconciliation, economic development, food security, and affordable housing. Community feedback on the Challenge has been overwhelmingly positive.

The Challenge offers up-beat, innovative communications opportunities. On June 1, the Prime Minister announced the 20 finalists (list provided in Annex). As we move toward the selection of final winners, we have the opportunity to build interest and excitement. Finalists will come together in the fall for a showcase of their proposals in development. We are working to select a not-for-profit organization that will develop public, community-facing content and support on smart cities issues, and generate additional excitement and awareness.

The Challenge will dovetail with a sister-Challenge by Indigenous Services Canada. When first announced, an Indigenous-specific prize was included, to be launched after the “open-to-all” competition. This plan has been adjusted: rather than run an Indigenous-specific branch of the Smart Cities Challenge, we have decided to join forces with Indigenous Services Canada (ISC).

[REDACTED] The funds that had been earmarked for the Indigenous Challenge are to be transferred to ISC and matched by ISC funding. ISC will launch its “Indigenous Homes Innovation Challenge” soon.



Next Steps

- **Mid-August 2018:** Finalist grant agreements signed by Minister, funding flows to finalists
- **August 2018:** Launch of ISC Housing Challenge
- **Fall 2018:** Finalist showcase for Jury
- **March 5, 2019:** Deadline for receipt of final proposals from finalists
- **Spring 2019:** Announcement of four prize winners

Waterfront Toronto

On July 31, 2018 the Waterfront Toronto (WT) Board of Directors is expected to approve the Quayside Partnership Development Agreement (PDA) with Sidewalk Labs, providing a work plan to complete the Master Innovation and Development Plan (MIDP) for this project by fall 2019.

The governments of Canada, Ontario and Toronto are contributing funding equally in a total amount of \$1.25 billion to WT towards flood protecting of the Port Lands. The project is expected to take place over a seven year period (2018-2025).

Context

The Quayside Project is led by Waterfront Toronto (WT) – a non-profit entity established in provincial legislation in 2001 and funded by the federal, provincial and municipal governments. The three orders of government each appoint four of its twelve Board members, who serve three-year renewable terms. A senior officials-level intergovernmental steering committee (IGSC) coordinates information-sharing among the three levels of government and WT.

WT has partnered with Sidewalk Labs – a subsidiary of Google parent-company

Alphabet. The partnership aims to use a 12-acre section of Toronto's eastern waterfront to develop world-leading design and technologies to create the city of tomorrow. This would encompass a mixed-use of 'smart' community concepts, innovative building techniques, connectivity and a climate positive approach to city building. Following a Request for Proposal for an innovation and funding partner, WT entered into a Framework Agreement in October 2017 with Sidewalk Toronto - an affiliate of Sidewalk Labs. The Framework Agreement set out the basic terms and principles for the MIDP.

WT and Sidewalk Labs have worked toward a Partnership Development Agreement

(PDA). This is a public document that provides a work plan to ultimately complete the MIDP by September 2019. The WT Board of Directors is expected to approve the PDA on July 31, 2018. The PDA will replace the Framework Agreement.

The PDA commits Sidewalk Labs to a direct funding commitment of \$50 million toward fully developing the MIDP, and to moving Google Canada's headquarters to the waterfront area as an anchor for the urban innovation cluster. The PDA also contains a number of principles around IP, data governance and privacy, public engagement and communications, and government relations – which are intended to address public concerns in these areas.

The PDA is clear that Sidewalk Labs does not have any rights to the land. It will however be permitted to work with WT on the vision/planning of the Eastern waterfront. Land valuation and disposition methodology will be negotiated over the course of the MIDP's development.

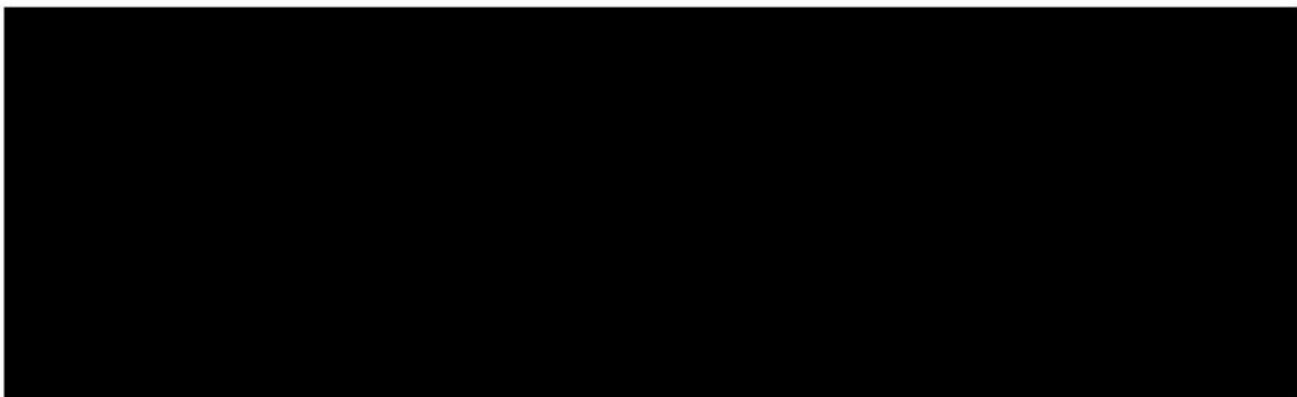
The federal government is not a funding partner in the Quayside project. Its interest in WT's engagement with Sidewalk Labs is to understand how its activities will inform Government of Canada policy development on data ownership/control, privacy and ethics. INFC acts as a portal for linking to the broader federal community on policy questions and other issues.

In June 2017, the federal government announced a funding contribution of \$416 million towards flood protecting Toronto's Port Lands. This includes \$32.5 million for the Cherry Street Stormwater and Lakewater project (Cherry Street) funded separately under the Clean

Water and Wastewater Fund (CWWF). The PLFP Project Contribution Agreement (PLFP CA) came into effect on May 1, 2018.

The PLFP Project is expected to unlock 880 acres of waterfront land for future growth and development by providing critical flood protection to southeastern portions of downtown Toronto, and converting the area from underutilized, industrialized lands into accessible public and green spaces. The work will also see upgrades made to critical infrastructure including roads, bridges, and water systems. Part of the scope includes work on the Cherry Street project which will create the required land base for the larger flood protection plan by lake filling around Essroc Quay.

Work on the PLFP Project is progressing on schedule and WT has commenced site mobilization. The Cherry Street project is also progressing on schedule, with barges currently delivering core stone fill onsite. Work on Cherry Street is at 40% complete with substantial completion expected in June 2019.



Next Steps

- **July 18, 2018** Waterfront Toronto Board of Directors to approve and release the Quayside PDA
- **August 10, 2018** Ministerial visit to WT
- **September 6, 2018** meeting of the IGSC
- **January 2019** meeting of the IGSC
- **April 2019** public consultation draft of the Quayside MIDP
- **September 2019** expected finalization of the Quayside MIDP

Cariaga, Flordeliza (INFC)

From: Campbell, Glenn (INFC)
Sent: August 8, 2018 11:58 AM
To: Tippins, Shawn (INFC); Mitchell2, Lisa (INFC)
Subject: Re: Waterfront Toronto - upcoming events

Perhaps you and Nancy should attend to observe

Glenn Campbell
[REDACTED]

613 941-0722 (w)

From: Tippins, Shawn (INFC)
Sent: Wednesday, August 8, 2018 11:42 AM
To: Campbell, Glenn (INFC); Mitchell2, Lisa (INFC)
Subject: Waterfront Toronto - upcoming events

Hi - there's a few Waterfront Toronto events coming up next week - the Digital Strategy Advisory Panel (DSAP) is meeting from 1-4pm on August 16th. Glenn - you and I had attended the DSAP's initial meeting back in early June. Is this something INFC wants to continue to observe at? And if so, should it be in person? It may be possible to plug-in via technology [REDACTED] I haven't seen an agenda yet for this meeting and no one from WT has reached-out about it. [REDACTED]

[REDACTED] As with the last DSAP, I expect that it will be open to the media, and it may have heightened profile given the PDA announcement was in the news last week.

Also, now that the PDA has been released, WT is moving forward with a series of public roundtables on the various "pillar" subject matter areas that will inform substantive components of the MIDP. The first of these are going to be held on August 14th and 15th, and will deal with the following 3 pillars: Mobility, Public Realm, and Buildings (Tall Timber). See below more details on what these subject areas entail. [REDACTED]

[REDACTED] Future discussions on sustainability, digital platform, and data governance and privacy will likely be of greater interest. Also, from the attached news article below, it seems that WT is has had some issues w.r.t. trying to accommodate everyone that wants to participate in these roundtables...

1. Mobility

Deliver a safer mobility system that is truly competitive with the private automobile through approaches such as prioritizing pedestrian, cycling, and transit infrastructure; designing people-first streets that prioritize pedestrian safety and accessibility; encouraging shared new mobility options such as self-driving electric vehicles that reduce the need for car-ownership and street space devoted to parking and cars; and using real-time detection to optimize street space, dynamically allocate the roadway network and improve safety.

2. Public Realm

Deliver an enhanced public realm that is more usable, gets people outdoors more of the time, and is personalizable for a diverse community, by enabling the community to program the public realm in a way that responds to its needs; creating adaptable streets that can be quickly turned into comfortable pedestrian space; expanding the public realm into non-traditional spaces; creating an outdoor comfort system that mitigates the impact of wind, snow, and sun; and enabling real time management, maintenance and adaptation.

3. Buildings

Create new types of flexible and adaptable buildings that reduce costs and increase efficiency, sustainability, adaptability and affordability while still emphasizing architectural and design excellence.

[Sidewalk Shows Cracks](#)

Waterfront Toronto says it's fixing a situation that led to dozens of people being turned away from upcoming public meetings on the contentious Sidewalk Toronto project. For more than a week, residents who wanted to register for the consultations on Aug. 14 and 15 received a message saying that the...

Calgary Herald , B4 - 2018-08-08

Shawn Tippins

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Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: August 14, 2018 11:30 AM
To: Faraday-Smith, Nancy (INFC)
Subject: FW: Meeting #1 - Draft Accord

From: Tippins, Shawn (INFC)
Sent: August 14, 2018 11:06 AM
To: 'David Stonehouse' ; Andrea Broughton ; 'Musiyiwa, Ruvimbo (MOI)' ; Ren, Wendy (MOI) ; Morin, Kathy (INFC) ; Mike Yu ; Brett Howell
Subject: RE: Meeting #1 - Draft Accord



From: David Stonehouse [<mailto:David.Stonehouse@toronto.ca>]
Sent: August 14, 2018 9:13 AM
To: Andrea Broughton [REDACTED@toronto.ca]; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; 'Musiyiwa, Ruvimbo (MOI)' [REDACTED@ontario.ca]; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>; Mike Yu [REDACTED@toronto.ca]; Brett Howell [REDACTED@toronto.ca]
Subject: RE: Meeting #1 - Draft Accord

A suggested agenda for those not lucky enough to be on vacation this week. Thanks, David

1. IGSC Meeting (September 6)
 - a. Agenda
 - b. Logistics
2. Accord
 - c. Status
 - d. To do
 - e. Next steps
 - f. Timeline to finish good draft
 - g. Timing of circulation to WT
3. Other/new business
4. Next TWG meeting (August 29)

-----Original Appointment-----

From: Andrea Broughton

Sent: August 2, 2018 4:11 PM

To: Andrea Broughton; Tippins, Shawn (INFC); 'Musiyiwa, Ruvimbo (MOI)'; David Stonehouse; Ren, Wendy (MOI);

'Morin, Kathy (INFC)'; Mike Yu; Brett Howell

Subject: Meeting #1 - Draft Accord

When: August 14, 2018 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: CONFERENCE CALL

Conference details below:

Local Dial In: [REDACTED]

Conference ID: [REDACTED]

David is Moderator – [REDACTED]

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: August 15, 2018 12:39 PM
To: Faraday-Smith, Nancy (INFC)
Subject: DSAP Stuff
Attachments: 20180427+Digital_Strategy_Advisory_Panel_Mandate.pdf; Digital+Strategy+Advisory+Panel++backgrounder+final+-+042718.pdf; Meeting #1 debrief.docx; Sidewalk-Toronto-Responsible_Data_Use_Framework_V0.2.pdf

There's a DSAP folder in the link below – but since you do not yet have access attached are a couple of things, including a note-to-file I did from the first meeting in early June. From the agenda for tomorrow, it looks as if the DSAP will look at its mandate (attached), as well as Sidewalk Toronto's Responsible Data Use Framework that it released back in early May (also attached). [REDACTED]

<G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\DSAP>

Shawn Tippins

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DRAFT - Friday, March 16, 2018
WATERFRONT TORONTO DIGITAL STRATEGY ADVISORY PANEL
MANDATE & OPERATING PROTOCOLS
BY-LAWS – VERSION 0.7



WATERFRONTORonto

CONTENTS

1.0 BACKGROUND AND MISSION	2
2.0 PANEL COMPOSITION	2
3.0 ROLES AND RESPONSIBILITIES	5
4.0 RECORDING AND REPORTING OF PROCEEDINGS	7
5.0 COMMUNICATIONS AND MEDIA RELATIONS	7
6.0 CONFLICT OF INTEREST PROCEDURES	8
7.0 REVIEW PROCEDURES AND POLICIES HANDBOOK	10

WATERFRONT TORONTO

DIGITAL STRATEGY ADVISORY PANEL

MANDATE AND OPERATING PROTOCOLS

1.0 BACKGROUND AND MISSION

Toronto Waterfront Revitalization Corporation (Waterfront Toronto) recognizes the importance of policy development and digital governance issues involved with its innovation and intelligent community initiatives. Waterfront Toronto is committed to working closely with government stakeholders, the public, academia and industry experts to establish and maintain the required policy and accountability frameworks that will be critical to the success of these initiatives.

1.1 Background

The Waterfront Toronto Digital Strategy Advisory Panel (the Panel) was formed in 2018 by Waterfront Toronto as an independent body to guide and inform the revitalization of the Toronto waterfront on issues of digital governance. The Panel is advisory to Waterfront Toronto management.

1.2 Mission Statement

The mission of the Panel is to provide objective, professional advice to ensure that ethical use of technology, accountability, transparency, protection of personal privacy, data governance, cyber security together with the opportunity for broad and equitable benefits to be accrued from the intellectual property and data, are addressed in a robust way to encourage innovation and economic development and preserve the public good.

2.0 PANEL COMPOSITION

2.1 Scope

Panel members are expected to advise Waterfront Toronto on matters related to the following scope, which may be expanded as new initiatives come forward:

- Ethical Use of Technology
- Privacy
- Cybersecurity
- Data Governance
- Intellectual Property
- Shared Benefits/Business Models
- Commercial and Operating Agreements
- IT Architecture and Platforms

(Collectively, “**Digital Strategy**”)

2.2 Panel Members

The Panel will consist of at least eight (8) individuals who are recognized as leaders or experts in their fields and are from a cross-section of society. The Panel will aim to include members with relevant experience drawn from the following groups or sectors:

- early stage companies or venture capital
- the civic technology space
- the Bar of Ontario or other jurisdiction
- larger companies
- academia
- government or public sector (including regulatory authorities)
- the broader community
- other representation considered appropriate from time to time.

2.3 Quorum

To ensure a fair and consistent review process, a quorum of 50% of appointed Panel members will be required for any Panel to convene.

If Panel members who are in attendance have a conflict of interest for a particular matter and must recuse themselves for that item, they shall still be counted for purposes of quorum for the Panel meeting.

2.4 Designees

The Waterfront Toronto CEO will appoint one Representative to the Panel, who is the primary point of contact between the Panel and Waterfront Toronto but is not a member of the Panel. The Waterfront Toronto Representative (or their designated staff) will be responsible for managing the administrative operations of the Panel, as well as setting the agenda for each Panel meeting in consultation with the Chair. The Representative will also be responsible for producing minutes of the meetings, which will become the official record of the Panel's deliberations and decisions, upon their review and approval by the Panel.



2.5 Selection of Members

Appointment of Panel members will take into consideration the individual's qualifications and demonstrated capabilities in relationship to Digital Strategy, their representation of segments of society, and other criteria determined by Waterfront Toronto from time to time.

The inaugural panel will be appointed by Waterfront Toronto.

As vacancies arise, Waterfront Toronto will solicit applications from qualified individuals. Panel members will be appointed by Waterfront Toronto in consultation with the Chair of the Panel.

2.6 Appointment of Panel Chair and Vice Chair

The Chair and Vice Chair of the Panel will be appointed by Waterfront Toronto from the members of the Panel. In the event that the Chair is not able to attend a Panel meeting, the Vice Chair will lead the meeting.

2.7 Duration of Appointments

Members will be appointed for terms of up to two years, subject to any earlier termination by Waterfront Toronto and may be re-appointed up to three times at the discretion of Waterfront Toronto, in consultation with the Panel Chair.

2.8 Attendance

Panel Members are expected to make best efforts to attend all Panel meetings throughout the year in person or, when appropriate, through fully-functioning video conferencing. Panel members may not miss more than two (2) consecutive meetings or more than three (3) meetings per year, or they may be removed from the Panel by Waterfront Toronto.

2.9 Compensation

Panel members will be compensated in the form of a per-meeting fee, as determined by Waterfront Toronto.

Travel expenses for those members residing outside of the GTA are reimbursed at a rate consistent with Waterfront Toronto's expense reimbursement policies and will be set out in writing at the time of appointment.

Panel members are not employees of Waterfront Toronto.

2.10 Indemnification

Panel members will be entitled to be indemnified by Waterfront Toronto, as permitted by law, for their actions as members of the Panel which will be supported by Waterfront Toronto's Directors' and Officers' Liability Insurance program.



2.11 Code of Conduct, Conflict of Interest and other Policies

Panel members will be required to comply with relevant Waterfront Toronto policies, including the Panel Code of Conduct and Conflict of Interest Procedures, and provide annual written certification of such compliance.

2.12 Confidentiality

As indicated in the Panel Code of Conduct and Conflict of Interest Procedures, Panel members will have a duty of confidentiality with respect to the activities and discussions of the Panel and any confidential information received in the course of their involvement with the Panel. Panel members will sign such documents and do such things as may reasonably be requested by Waterfront Toronto for purposes of maintaining confidentiality.

2.13 Board Liaison

A Board Liaison will be selected to serve as the primary point of contact between the Board and the Panel and will meet with Panel Chair on at least a quarterly basis. The Board Liaison is not a member of the Panel.

3.0 ROLES AND RESPONSIBILITIES

3.1 Policy Development

The Panel is formed, initially, to advise on developing policies and to make recommendations to Waterfront Toronto concerning Digital Strategy related to the Sidewalk Toronto initiative.

The Panel may provide advice relating to other initiatives that are consistent with the mandate of Waterfront Toronto, as set out in the *Toronto Waterfront Revitalization Corporation Act*, 2002, and that are within the Designated Waterfront Area.

3.2 Project Reviews

The Panel is expected to review a wide range of projects and initiatives, including:

- Telecommunications network proposals (including, but not limited to, fibre deployments, 5G deployments, public WiFi, etc.)
- Sensor deployments and other data-gathering efforts
- Infrastructure software, including middleware and identity management systems
- Waterfront-wide and location specific digital applications
- Pilot initiatives of new/emerging technologies

3.3 Other Activities

In addition to project reviews, the Panel will act as an advisor to Waterfront Toronto on related issues, such as requests for proposals, innovation procurement, contracts and scopes of work, charrettes and workshops, pilots and temporary installations or events. The Panel may provide advice in the following areas:



3.3.1 Review of related initiatives applications circulated by other stakeholders

The Panel may be asked to review relevant digital initiatives being considered for implementation in the Designated Waterfront Area by government stakeholders.

3.3.2 Advice on proposal calls

The Panel will provide advice to Waterfront Toronto on the innovation/digital/data components of requests for proposals calls, either as part of the initial developer selection process or upon selection of a development team, as requested.

3.3.3 Knowledge Sharing

Waterfront Toronto may bring information items, such as corporate strategies and communications plans, to the Panel for their information and/or review as deemed appropriate by Waterfront Toronto staff.

Similarly, Panel members may share information items, such as the results of work they have been involved in, with the Waterfront Toronto for consideration in its policies and long-range visioning.

3.4 Conditions and Limitations

The critical input, comments and recommendations of the Panel are not binding on Waterfront Toronto. The Panel will provide recommendations to Waterfront Toronto for consideration in their decision-making process.

While the Panel may make suggestions and offer guidance on issues, it is not intended to generate alternative plans or solutions of its own. The Panel should in no way produce proposals in competition with those being prepared by other consultants and/or partners of Waterfront Toronto.

Waterfront Toronto shall not ask the Panel to act as a pro-bono consulting service, either for original work or to fill in gaps in the work of others.

The Panel is expected to perform their work in a timely and appropriate manner that facilitates the work of Waterfront Toronto.

3.5 Administration

Waterfront Toronto will provide administrative support for the Panel. Waterfront Toronto will ensure that minutes and reports are drafted and circulated in a timely manner.

The activities of the Panel are funded by Waterfront Toronto. This includes administrative costs associated with: renting meeting space and equipment; producing materials for review sessions; travel and related expenses for out-of-town members of the Panel or invited guests; advertising of meeting times and locations; and administrative activities associated with writing meeting minutes, reports, letters, etc. on behalf of the Panel. Any expenditures relating to the Panel's activities will require prior approval by Waterfront Toronto through the Representative.



3.6 Meetings

3.6.1 *Public Meetings*

Except as provided in Section 3.6.2, meetings of the Panel shall be open to the public.

3.6.2 *Closed Meeting Matters*

Section 6.1 of By-Law No. 2 of Waterfront Toronto, (as it may be amended from time to time) applies to meetings of the Panel, with necessary modifications.

The Panel is permitted to conduct portions of its meetings in closed session (where members of the public are not present) only in circumstances where Section 6.1 of By-Law No. 2 would permit meetings of Waterfront Toronto to be held in closed session. These circumstances include where the subject matter being addressed by the Panel involves any of the following:

- (a) The security of the property of Waterfront Toronto;
- (b) Personal matters about an identifiable individual, including Panel members or employees of Waterfront Toronto;
- (c) A proposed or pending acquisition or disposition of land;
- (d) Labour relations or employee negotiations;
- (e) Litigation or potential litigation, including matters before administrative tribunals, affecting the Panel, or the Corporation;
- (f) Advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) Educating or training of the Panel if, at the Meeting, no Panel member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the Panel;
- (h) Any matter in respect of which Waterfront Toronto is authorized under legislation other than the Act to conduct a Meeting or a portion of a Meeting on a closed basis;
- (i) Information explicitly supplied in confidence to Waterfront Toronto or to the Panel by Canada, a province or territory, a municipal government or an agency of any of them;
- (j) A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to Waterfront Toronto or to the Panel, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;



- (k) A trade secret or scientific, technical, commercial or financial information that belongs to Waterfront Toronto and has monetary value or potential monetary value;
- (l) A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of Waterfront Toronto;
- (m) The consideration of whether any subject matter involves a matter referred to in (a) to (l) and whether to exclude the Public from the discussion of such matters; or
- (n) A request under the Waterfront Toronto's Freedom of Information Policy, or under any applicable freedom of information legislation that may apply to Waterfront Toronto or any similar policy or legislation that may apply to the Panel.

Scheduled meetings will be posted on Waterfront Toronto's website, and meeting locations will be selected to accommodate members of the public. The public will not participate in the review process discussion unless specifically requested to do so by the Chair.

4.0 RECORDING AND REPORTING OF PROCEEDINGS

Official written records will be made of all public Panel proceedings. The primary vehicle for recording the proceedings will be meeting minutes. However, the Panel may also write letters with specific recommendations for Waterfront Toronto.

4.1 Meeting minutes

Published meeting minutes will serve as the official record of the Panel's deliberations. The minutes will be structured as a reference guide to issues and/or decisions made at the meeting, not a transcription of the proceedings.

4.2 Letters to Waterfront Toronto

The Panel may choose to submit specific comments, recommendations, or concerns to Waterfront Toronto management staff or the Board Liaison in writing when it deems necessary. Similarly, Waterfront Toronto management staff or the Board Liaison may request comments, recommendations or clarifications of the Panel in writing when it feels it is in the best interests of Waterfront Toronto to do so.

5.0 COMMUNICATIONS AND MEDIA RELATIONS

The spokesperson for the Panel is the Panel Chair. No other Panel members should have direct contact with the media regarding the Panel, except in the instance where they are asked to clarify a comment made during the public meeting or directed to do so by Waterfront Toronto staff.



From time to time, Waterfront Toronto may be called on to clarify or comment on issues before the Panel. In that case, only the President and CEO, the Vice President of Innovation, Sustainability & Prosperity, and the Vice President of Communications and Public Engagement at Waterfront Toronto will be available for comment.

Only these spokespeople will participate in any discussions with regard to the Panel outside of the formal Panel meetings.

To ensure clarity in the work and communication of the work of the Panel to the public and to governments, Panel members will seek to coordinate any public comments that they may wish to make on matters relating to the work of the Panel with the Panel in advance.

Panel members are not permitted to engage with interested parties outside of the formal Panel review process, and likewise, Proponents are not permitted to engage with Panel members outside of the Panel review process, on any matters related to projects coming before the Panel. No Panel member may make representations on behalf of the Panel or Waterfront Toronto, without the prior consent of the Panel and Waterfront Toronto.

6.0 CONFLICT OF INTEREST PROCEDURES

Because of its public mandate, it is critically important that Waterfront Toronto preserve public confidence, trust and accountability. Accordingly, Waterfront Toronto expects that it, and all persons dealing with Waterfront Toronto in any manner, will conduct themselves in accordance with principles of fair and honest dealings and in the absence of actual or perceived Conflicts of Interest. Panel members are expected to meet both the letter and the spirit of the Conflict Procedures.

6.1 Definitions

For the purpose of these Conflict Procedures:

- (a) "Conflict of Interest" means any personal or pecuniary interest, condition, connection, relationship, activity or circumstances as a result of which you are or might reasonably appear to be unable or potentially unable to provide an impartial and objective opinion, recommendation or assessment of facts in any circumstance and includes any other circumstance in which your individual interests might be taken to conflict with your duties to Waterfront Toronto.
- (b) A "Material Interest" exists in any case in which a reasonable, well-informed person might fairly conclude that a person's interest in another entity or organization could affect the person's performance of a duty on behalf of Waterfront Toronto.

6.2 Conflict of Interest

You are responsible for taking all appropriate action to prevent a real, potential or apparent Conflict of Interest when carrying out your duties as a



Panel member.

You are required to make full and timely disclosure with respect to any potential Conflict of Interest. Conflicts of Interest may arise because you:

- (i) are a party to a contract, proposed contract, project, proposed project or relationship with Waterfront Toronto;
- (ii) are a party to a contract, proposed contract, project, proposed project or relationship with a third party who has or seeks a contractual relationship with Waterfront Toronto;
- (iii) are a director or officer of any entity or organization that is a party to a contract, proposed contract, project, proposed project or relationship with Waterfront Toronto;
- (iv) hold a Material Interest in any entity or organization that is a party to a contract, proposed contract, project, proposed project or relationship with Waterfront Toronto; or
- (v) have any other interest that might be perceived as creating a conflict with your duty to act solely in the best interests of Waterfront Toronto.

6.2.1 Material Effect

If, in the opinion of the Panel Chair, a Conflict of Interest may exist in principle, but it is not of such a nature as might be likely to have or fairly be perceived to have any material effect on the execution of your duties as a Panel member, the Panel Chair may permit the condition to continue on such terms and conditions as may be specified. Any permission of this sort must be in writing, or properly recorded in relevant meeting minutes, to be effective.

6.2.2 Suspected Conflicts of Interest

All reported or suspected Conflicts of Interest will be investigated initially by the Panel Chair. In order to resolve the matter, the Panel Chair may seek the advice of any or all of the Waterfront Toronto Representative, the Ethics Advisor and internal and external counsel. If it is determined that a Conflict of Interest exists, the conflicted Panel Member will be notified immediately by the Panel Chair.

6.2.3 Participation in the Panel Review

You may not participate in any aspect of the review of a contract, proposed contract, project, proposed project, matter or relationship with which you have a Conflict of Interest (subject to any permission granted under section 6.2.1).

6.2.4 Attendance at Panel Meetings

You may not attend any of the portions of a Panel meeting during which any contract, proposed contract, project, proposed project, matter or relationship with which you have a Conflict of Interest is being reviewed (subject to any permission granted under section 6.2.1). Conflicted Panel Members must leave the room until the review of the item is concluded.

6.3 Breach of Conflict of Interest Procedures

Any breach of these Conflict Procedures will be treated very seriously and



may result in removal from the Panel or other necessary action being taken.

6.4 Where to Seek Clarification

If you require advice on a potential conflict, or if you suspect improper activities, you should seek clarification from the Panel Chair. In addition, the Ethics Advisor and Waterfront Toronto's internal and external legal counsel are available to speak with you, at the expense of Waterfront Toronto, about the Conflict Procedures and how they apply to you.

6.5 Examples of Potential Conflicts of Interest that Should be Disclosed

Relevant Conflicts of Interest include legal conflicts, business conflicts, personal and relationship conflicts and any other circumstances as a result of which the public may lose confidence in the Panel or Waterfront Toronto.

The following are examples of potential Conflicts of Interest:

- Influencing a decision of the Panel with respect to a company or firm in which the Panel Member, a member of his or her immediate family or a person with whom there exists, or has recently existed, an intimate personal relationship, has a financial interest.
- Accepting gifts, benefits or favours from individuals or firms involved, in any way, in presentations to the Panel, with the exception of minor gifts as token courtesies.
- Using for personal gain, or advantage of any kind, any information acquired as a result of the Panel Member's activities on the Panel which is not available to the general public;

These examples are not exhaustive.

7.0 REVIEW PROCEDURES AND POLICIES HANDBOOK

Waterfront Toronto may develop a Review Procedures and Policies Handbook that provides further direction on the types of projects to be reviewed, the specific issue areas to be considered in those reviews, as well as the structure of the review process itself. If developed, the Panel will adopt such a Review Procedures and Policies Handbook. The Review Handbook may be updated from time to time to reflect evolving practices of the Panel.





BACKGROUNDER: Waterfront Toronto Digital Strategy Advisory Panel

April 27, 2018

Digital Strategy Advisory Panel

Recognizing the importance of policy development and digital governance issues as part of its innovation and intelligent community initiatives, Waterfront Toronto has convened an arms-length independent Digital Strategy Advisory Panel (Panel). The Panel will guide and inform the revitalization of the Toronto waterfront on issues of digital governance. It is comprised of leading subject matter experts from academia, industry, the civic technology community and legal experts to help define Waterfront Toronto's requirements regarding digital governance. This Panel will provide arms-length advice to the Corporation.

Mission Statement

The mission of the Panel is to provide objective, professional advice to ensure that the ethical use of technology, accountability, transparency, protection of personal privacy, data governance, cyber security together with the opportunity for broad and equitable benefits be accrued from the intellectual property and data, are addressed in a robust way to encourage innovation and economic development and preserve the public good.

The draft mandate, which will be ratified by the Panel at its first meeting, can be found on Waterfront Toronto's [website](#).

Panel Scope

Panel members are expected to advise Waterfront Toronto on its "Digital Strategy" which today includes the following scope:

- Ethical Use of Technology
- Privacy
- Cybersecurity
- Data Governance
- Intellectual Property
- Shared Benefits/Business Models
- Commercial and Operating Agreements
- IT Architecture and Platforms

Panel Members

The Panel will consist of at least eight (8) individuals who are recognized as leaders or experts in their fields, are from a cross-section of society and possess the qualifications and demonstrated capabilities in relationship to the Digital Strategy. The inaugural Panel will be selected by Waterfront Toronto and will include members with relevant experience drawn from the following groups or sectors:

- early stage companies or venture capital
- the civic technology space
- the Bar of Ontario or other jurisdiction
- larger companies
- academia
- government or public sector (including regulatory authorities)
- the broader community
- other representation considered appropriate from time to time

Members will be appointed for terms of up to two years and may be re-appointed up to three times at the discretion of Waterfront Toronto, in consultation with the Panel Chair. Panel members will be compensated in the form of a per-meeting fee, as determined by Waterfront Toronto.

Designees

The Waterfront Toronto CEO will appoint one Representative to the Panel, who is the primary point of contact between the Panel and Waterfront Toronto but is not a member of the Panel. The Waterfront Toronto Representative will be responsible for managing the administrative operations of the Panel, as well as setting the agenda for each meeting in consultation with the Chair. The Representative will also be responsible for producing minutes of the meetings, which will become the official record of the Panel's deliberations and decisions.

Roles and Responsibilities

1. Policy Development

The Panel is formed, initially, to advise on developing policies and to make recommendations to Waterfront Toronto concerning Digital Strategy related to the Sidewalk Toronto initiative. The Panel may provide advice relating to other initiatives that are consistent with the mandate of Waterfront Toronto, as set out in the *Toronto Waterfront Revitalization Corporation Act, 2002*, and that are within the Designated Waterfront Area.

2. Project Reviews

The Panel is expected to review a wide range of projects and initiatives, including:

- Telecommunications network proposals (including, but not limited to, fibre deployments, 5G deployments, public WiFi, etc.)
- Sensor deployments and other data-gathering efforts
- Infrastructure software, including middleware and identity management systems
- Waterfront-wide and location specific digital applications
- Pilot initiatives of new/emerging technologies

Meetings

Meetings of the Panel will be held on a bi-monthly basis and will be open to the public. The Panel is permitted to conduct certain portions of meetings in closed session, in accordance with Waterfront Toronto's By-Laws. Scheduled meetings will be posted on Waterfront Toronto's website, and meeting locations will be selected to accommodate members of the public.

Waterfront Toronto Digital Strategy Advisory Panel (DSAP) Meeting #1

June 7, 2018 - 11:00am – 4:00pm

20 Bay Street, Suite 1310, Toronto Ontario M5J 2N8

Boardroom/Townhall Meeting Rooms

G. Campbell and S. Tippins observed at the inaugural meeting of the DSAP. Announced in April 2018, the DSAP is an arm's-length entity tasked with providing Waterfront Toronto with objective, expert advice on the responsible use of data and technology across all waterfront projects, including Quayside. It will provide insight on ethics, accountability, transparency, protection of personal privacy, data governance, and cyber security. The DSAP will meet bi-monthly and its proceedings are open to the public. Panel members include:

- **Dave Dame**, Agile Leader, Digital Factory, Scotiabank
- **Charles Finley**, Global Director of Marketing & Communications, IBI Group, and Co-Founder and Chair of Code for Canada
- **Dr. Michael Geist**, Law Professor, Canada Research Chair in Internet and E-commerce Law, University of Ottawa
- **Darin Graham**, Head of Canadian AI Operations, Samsung
- **Kurtis McBride**, Chief Executive Officer and Co-founder, Miovision Technologies Incorporated, and Co-founder, Catalyst137
- **Sadia Muzaffar**, Founder, TechGirls Canada, and Co-founder, Tech Reset Canada
- **Carlo Ratti**, Director, MIT Senseable City Lab, and Founding Partner, Carlo Ratti Associati
- **Dr. Pamela Robinson**, MCIP RPP, Associate Professor, School of Urban and Regional Planning and Associate Dean, Graduate Studies and Strategic Initiatives, Faculty of Community Services, Ryerson University
- **John Ruffolo**, Chief Executive Officer, OMERS Ventures
- **Dr. Teresa Scassa**, Canada Research Chair in Information Law and Policy, University of Ottawa, Faculty of Law
- **Jutta Treviranus**, Director and Professor at Inclusive Design Research Centre, OCAD University
- **Kevin Tuer**, Managing Director, Canada's Open Data Exchange
- **Mark Wilson**, former IBM Executive and former Chair, Waterfront Toronto
- **Alaina Aston**, VP, Data Management & Governance, Personal & Commercial Banking, RBC
- **Andrew Clement**, Professor Emeritus, Faculty of Information, University of Toronto

Michael Geist served as Interim Chair for the Panel's initial meeting.

Key takeaways:

The first half of the meeting was focused on procedural issues, including declarations of conflicts of interest and the parameters of the confidentiality agreement for members. Waterfront Toronto will follow-up with certain members concerning specific aspects of the confidentiality agreement. Members were encouraged to take advantage of Waterfront Toronto's Indemnity and Directors Insurance.

Waterfront Toronto provided an overview of the Toronto Waterfront Revitalization Initiative, including the Port Lands Flood Protection and Enabling Infrastructure Project. Waterfront CEO Will Fleissig emphasized the corporation's areas of focus as being at the intersection of innovation and job creation, city-building, and the public good.

In the afternoon, Sidewalk Toronto presented on its partnership with Waterfront Toronto, including the Framework Agreement; and the Responsible Data Use Policy Framework - not the policy itself, but an outline of principles and commitments that the company says will inform the policy's eventual creation, which will evolve over time. It outlines core principles such as how Sidewalk Labs will seek "meaningful consent" before it collects personal information; will be as transparent as possible about how data will be used; and won't sell personal information to third parties or make it available for advertising purposes.

"Privacy by Design" is at the core of Sidewalk's approach to privacy and it is looking at the data trust model could as component to data governance.

Many panel members cited the principles as a good starting point but noted they were insufficient in-and-of-themselves and that more work would be needed to elaborate and substantiate them. Panel members debated the applications of these principles under different hypothetical scenarios. This lead into debating security concerns around de-identification and civil society issues around surveillance as well as open access to the data platform. Former Ontario Privacy Commissioner Ann Cavoukian, now engaged by Sidewalk Toronto. Was brought in to speak to these issues – which led to animated conversations over the merit of using terms like 'surveillance' in the context of the project.

At one point panel members asked about Sidewalk's Business Model for its involvement in Quayside. It remains unclear as to what precisely is Sidewalk's Business Model for the project.

Panel members also asked about the broader governance of the relationship of project and relationship of governments to it. WT alluded to the IGSC/QESC governance structure involving the 3 levels of government and promised to provide panel members with some type of visual that depicts it (a matter for consideration at the June 14th QESC meeting).

An In-camera portion of the DSAP meeting on Sidewalk Toronto's Plan Development Agreement was canceled and did not take place.

During the closing tour-de-table, panel members mostly expressed their desire to remain engaged and expressed the hope that their work would help lead to outcomes that push the state-of-the-art on a data strategy for Quayside, and not just minimally satisfy existing legal and policy frameworks around for privacy and data security.

N.B. representatives from Statistics Canada (led by ADM Sylvie Michaud) observed at the meeting. A follow-up meeting between Statistics Canada and INFC will be held will be held to better understand Statistics Canada's interest in the DSAP.

A verbal debrief of key outcomes from the first DSAP meeting is expected at the June 14th QESC call. The date for the next DSAP meeting is TBD.



Responsible Data Use Policy Framework

1 May 2018
Version 0.2



Responsible Data Use Policy Framework

Version 0.2

Sidewalk Toronto is a joint effort by Waterfront Toronto and Sidewalk Labs to create a new kind of complete community on Toronto's waterfront that combines cutting-edge technology and forward-thinking urban design to help address major challenges of urban growth, from sustainability to affordability to economic opportunity. We believe Sidewalk Toronto can provide a global model for future cities to build on.

Data has an important part to play in bringing this vision to life. First, data can power tools that improve the day-to-day operation of a neighbourhood and make it more responsive to local needs. Second, access to data can enable the community—including researchers, startups, civic organizations, and residents—to develop new tools and services for itself, creating a virtuous cycle of urban innovation.

Cities—and businesses operating in cities—have long collected data to help address challenges and provide better services, from mapping the spread of disease to fielding noise complaints via 311 to monitoring public safety with closed-circuit cameras. Often, these efforts happen in the absence of a meaningful public dialogue or policy framework, leaving people with valid concerns about the impact on their personal privacy.

So while privacy concerns around urban data are not new, we believe that Sidewalk Toronto has a unique opportunity—and a core responsibility—to innovate not just on how data will be used, but on how its use will be governed.

Process and Guiding Principles

The Sidewalk Toronto planning process will result in a “Master Innovation and Development Plan,” released at the end of 2018, that will lay out detailed programmatic plans for the waterfront. One important component of the plan will be a Responsible Data Use Policy, which will govern the collection and use of data.

To help develop this policy, and to receive guidance on a full range of issues relating to responsible data use, Sidewalk Toronto has convened a Data Governance Advisory Working Group made up of independent experts and community representatives. This group will work alongside other project advisors, including Dr. Ann Cavoukian, three-term Information and Privacy Commissioner of Ontario; Chantal Bernier, former interim Privacy Commissioner of Canada; and Waterfront Toronto’s Digital Strategy Advisory Panel.

Sidewalk Toronto’s Responsible Data Use Policy will build on the strong foundation established by Canadian privacy laws and aim to realize their spirit and content more fulsomely than any other project to date, as well as building on [recent recommendations](#) by federal and provincial Canadian privacy regulators. It will be a product of ongoing, comprehensive engagement and consultation with Canadian experts, stakeholders, and the public—a living document that evolves with the project itself.

Responsible Data Use Policy Framework

Version 0.2

Our early work with these advisors, together with feedback gathered as part of the Sidewalk Toronto public engagement process, has led to the development of a set of principles that will inform decisions on how the community's data and information is responsibly collected, stored, used, processed, and secured:

- **Beneficial purpose.** Data collection and use should be purposeful, intentional, and tightly connected to the ultimate benefit that we are striving to achieve. We will not collect data for the sake of having data.
- **Transparent.** We will be transparent about what we are collecting and why, clearly explain the intended benefit of that data use, and communicate any changes.
- **Open.** Whenever possible and without compromising personal privacy, we will seek to make the data collected as part of Sidewalk Toronto open and accessible, with the goal to enable innovation and entrepreneurship.
- **Proactive engagement.** We will proactively engage the community on data use and will continue to listen and learn from the community as we grow and develop.
- **Community trust.** We want the community to trust that our projects, products, and services are developed with its needs in mind. Having good data-handling practices and minimizing breaches of trust is therefore integral to our development process.
- **People first.** Our people-first approach to responsible data use will apply Canadian values of diversity, inclusion, and privacy as a fundamental human right.

In addition, based on work with advisory groups and public feedback, we have determined that the Responsible Data Use Policy will have four main areas of focus:

1. **Privacy** is about individual control over how personal information is collected, used, and shared.
2. **Data stewardship** is about the use, control, ownership, and storage of data.
3. **Access to data** deals with questions of how broadly and on what terms data is made available.
4. **Data security** is about protecting data and minimizing the potential for breaches.

Responsible Data Use Policy Framework

Version 0.2

Commitments and Open Questions

Our collaborative work on the first of these areas, privacy, has advanced sufficiently for us to make a number of commitments. Our work in the other areas remains in development but is being guided by some critical questions we continue to explore in consultation with the public and our expert advisory groups.

Privacy

Privacy is about individual control over how personal information is collected, used, and shared. Different rules and protections may apply to different kinds of data, depending on the extent to which individuals can be identified from the data. Sidewalk Toronto will, however, implement appropriate guidelines and policies governing the use of all data, including data that is not personal information, such as environmental data.

With respect to privacy, Sidewalk Toronto makes the following commitments:

- We will always inform individuals of how and why their personal information is being collected and used, and we will do so in a way that is proactive, clear, and easy to understand.
- We will embed data privacy into everything we do from the very start, an approach known as [Privacy by Design](#).
- If a service to which you opt in requires individual identification, you will have meaningful control over how your information is used. Otherwise, data that includes personal information will be “de-identified” by default— anonymized and designed not to trace back to any individual.
- We will seek meaningful consent from individuals and honour their choices.
- We will conduct privacy impact and threat risk assessments to help ensure that privacy and security risks are identified and adequately addressed in the design of new technologies and programs.
- We will publish summaries of the privacy implications of key initiatives in advance, as guided by the Data Governance Advisory Working Group.
- We will not sell personal information to third parties, or use it ourselves for advertising purposes.

In addition to these commitments, we continue to explore several questions related to privacy, including:

- What does “meaningful consent” look like with data collected in the public realm—for instance, with cameras located at intersections to help improve street safety?
- Are there some types of collection and uses of personal information that should never be considered?
- How can we plan to improve digital literacy so all stakeholders—including individuals, government, and companies—better understand the benefits and their choices?

Responsible Data Use Policy Framework

Version 0.2

Data Stewardship

Data stewardship is about the use, control, ownership, and storage of information. It includes considerations such as governance (who oversees decisions related to data use), data residency (where data is stored), and usage terms (how data is licensed or shared). A strong policy on data stewardship must thoughtfully balance public and individual interests.

The questions on data stewardship that we are exploring include:

- *What are some conventional approaches to data ownership in cities, and what are their strengths and weaknesses?*
- *What responsibilities come with “owning” data (such as security or infrastructure maintenance)?*
- *What are the technological, economic, and security-related advantages and disadvantages of requiring data to be stored in Canada?*
- *Are there viable innovative models of governing urban data, such as establishing a non-profit data trust that oversees decisions?*
- *If an independent entity such as a data trust were to exist, what impact might that review process have on the speed of innovation?*

Access to Data

Access to data deals with questions of how broadly and on what terms data is made available. Open access encourages participation, innovation, learning, and improvements in all aspects of public life while also discouraging lock-in around specific products or companies (including our own). To achieve that goal, Sidewalk Toronto envisions a digital platform governed by open standards, providing well-designed, well-documented, and well-supported APIs to third-party developers.

The questions on access to data that we are exploring include:

- *What processes should be used to decide what data is made public, and how can these processes address privacy and public safety concerns?*
- *How could an open data protocol for Sidewalk Toronto complement the city’s existing Open Data Catalogue?*
- *How do we encourage a vibrant startup community while making sure it uses data in ways that benefit neighbourhoods?*
- *What is the right balance to strike between making data broadly available and ensuring that entrepreneurs have the necessary incentives to set up shop and develop intellectual property as part of Sidewalk Toronto?*

Responsible Data Use Policy Framework

Version 0.2

Data Security

Data security is about protecting data and minimizing the potential for breaches. We will work with best-in-class security solutions and partners to protect data that has been collected, and require anyone who uses this platform to meet the same high standard of security. We will welcome third-party audits of our security and de-identification protocols.

The questions on data security that we are exploring include:

- *What are strategies for achieving both open digital infrastructure and best-in-class security?*
- *How do we make our systems easily auditable and transparent?*
- *How do we enforce a rigorous security policy without creating a barrier to entry for startups?*
- *What type of transparency should exist around security threats or breaches?*

Share Your Thoughts

We welcome your comments, questions, and feedback on this policy framework at one of our upcoming [Sidewalk Toronto](#) public consultation programs or via email at privacy@sidewalktoronto.ca.

Cariaga, Flordeliza (INFC)

From: Stan, Mandy (IC)
Sent: August 15, 2018 5:55 PM
To: Faraday-Smith, Nancy (INFC); Lynch, Erin (IC)
Cc: Tippins, Shawn (INFC)
Subject: RE: Waterfront Toronto Digital Strategy Advisory Panel meeting

Hi Nancy,

Some suggested points below. All the best!

Mandy

- On June 19, 2018, the Minister of Innovation, Science, and Economic Development announced the Government of Canada's National Digital and Data Consultations, with the goal of better understanding how Canada can drive digital innovation, prepare Canadians for the future of work, and ensure they have trust and confidence in how their data is used.
- Roundtable discussions will take place across the country hosted by six Digital Innovation Leaders who have been asked by the Minister to engage with Canadians to identify bold new ideas to support digital innovation. Roundtables will include broad participation from business, academia, civil society and others. Because there is strength in our diversity, the roundtables will include women, Indigenous peoples and other under-represented groups.
- The consultations will focus on three key areas:

Future of Work: understanding how new technologies could impact the way we work, and ensuring Canada has the right skills for the jobs of tomorrow and the changing employment landscape

Trust and Privacy: ensuring the right balance between supporting innovation and protecting privacy interests while promoting trust when it comes to data.

Unleashing Innovation: determining how Canadian businesses can remain competitive in a digital age, how they can adapt their traditional approaches, and how they can increase their ability to identify, adopt and implement digital and data driven technologies.

- The consultations are the next step in Canada's Innovation and Skills Plan which was developed as a multi-year plan to position Canada as a global leader in innovation. Digital innovation is essential to economic growth, attracting investment and creating middle-class jobs for Canadians, but the government recognizes that the potential of a data-driven economy must be balanced against Canadians' right to have their data and privacy protected.
- Making Canada a world leader in today's digital and data-driven economy requires a national collaborative effort. Those who are interested to share their views are encouraged to visit our interactive website at Canada.ca/digital-data-consultations.

From: Faraday-Smith, Nancy (INFC)

Sent: August-15-18 5:06 PM

To: Lynch, Erin (IC)

Cc: Tippins, Shawn (INFC); Stan, Mandy (IC)

Subject: RE: Waterfront Toronto Digital Strategy Advisory Panel meeting

Helpful – thanks Erin. Will point to website if asked.

I look forward to receiving any lines Mandy can send over.

From: Lynch, Erin (IC)

Sent: August 15, 2018 11:54 AM

To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Taillefer, Charles (IC) <charles.taillefer@canada.ca>

Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Schaan, Mark (IC) <mark.schaan@canada.ca>; Stan, Mandy (IC) <mandy.stan@canada.ca>

Subject: RE: Waterfront Toronto Digital Strategy Advisory Panel meeting

Hi Nancy,

Re the consults, there will be a few in Toronto but would suggest not directing interested parties to it, but to the website instead and we can direct traffic from there.

Mandy, can you pls send some holding lines re our consults, with thanks.

Cheers

E

Erin Lynch

343-291-1931

From: Faraday-Smith, Nancy (INFC)

Sent: August 15, 2018 11:03 AM

To: Taillefer, Charles (IC) <charles.taillefer@canada.ca>; Lynch, Erin (IC) <erin.lynch@canada.ca>

Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Schaan, Mark (IC) <mark.schaan@canada.ca>; Stan, Mandy (IC) <mandy.stan@canada.ca>

Subject: Waterfront Toronto Digital Strategy Advisory Panel meeting

Hi Charles, Erin –

[REDACTED] Hope your summers are going well. I'm not sure who best to target so decided to try both of you. I'm writing to give heads up that I'll be attending a Waterfront Toronto Digital Strategy Advisory Panel meeting tomorrow. While INFC participates as an observer, I understand there have been times when panel members have turned to federal representatives to ask about GoC positioning on data/privacy. To that end, I'm aware of the National Digital and Data Consultations currently underway and believe that a Trust and Privacy session is planned in Toronto the week of August 27th. A couple of related questions:

- Is the Toronto consultation session something I could direct interested parties to (via the ISED consultation website)?
- Are there specific (off-the-shelf) messages/holding lines you feel would be useful for me to have as back pocket?

The issue will be topical as Sidewalk Labs released some development details at a public consultation meeting yesterday, which has garnered some press coverage – including around lack of detail around privacy & data (e.g.,

[https://business.financialpost.com/technology/sidewalk-labs-shares-more-development-details-but-questions-stilllinger\)](https://business.financialpost.com/technology/sidewalk-labs-shares-more-development-details-but-questions-stilllinger))

Thanks and best,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-854-8418

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-854-8418

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: August 17, 2018 12:51 PM
To: Tippins, Shawn (INFC)
Subject: Digital Strategy Advisory Panel Meeting

As promised, here are my detailed notes.

Digital Strategy Advisory Panel Meeting

August 16, 2018
1:06 PM

1. Intro and CEO observations (M Nobrega)

- nothing is real yet but everything is possible - panel's input will be valuable in making things become real
- MIDP to come by the end of the year
- role of Panel is to convince the "hard power" (the City) that what should be done is done
- who's coming to the table with capital; looking at a \$4-5B investment with a RoR of 10% - will require a greater geography than Quayside alone

Discussion on metrics beyond investment attraction, i.e., specific to use of data, consent etc

Notion of building pillars based on which items are non-negotiable

2. Approval of minutes from the last meeting

- deferred to next meeting

3. Panel Mandate

- Michael Geist - would like to walk through: (1) who are we as a panel? What is independence/collective voice? (2) bucket around protocols for materials to be developed (nuts and bolts of how panel will function; (3) NDA around confidentiality - want to make sure this is aired and there's a level of comfort
- Kristina Verner - panel mandate is to advise WT
- Andrew Clement - don't want to be seen as an arm of WT
- Chantal Bernier - looking for objective, professional, non-partisan advice
- Charles - body is constituted by WT (panel did not constitute itself); panel isn't representing the public but because session is open there is a "publicness" to it

- Kristine - commitment to finalize mandate based on comments that WT is comfortable to build in and will circulate clean copy
- Mark - this is the mandate that folks should be prepared to work with or make final determination re: continued participation

4. Panel Workplan

- brief presentation on suggested guidelines around treatment of confidential materials (e.g., pre-commercial technologies; privileged and confidential materials; and draft materials intended for public release). Range of possible approaches presented: over-arching agreement, specific item agreement or an opt-out option. [Members agreed to opt-out option]
- overview of proposed DSAP workplan provided (calendar of upcoming meetings and topics to be addressed)

- Civic Labs public consultation event proposal tabled - overview of component parts being considered for MIDP in Oct 3rd, Nov 7th and Dec 5th. Labs to focus on: (1) digital principles consultation; (2) privacy, algorithmic transparency, and broader ethical issues; and (3) data ownership, business models and IP. Purpose would be to build awareness of the underlying digital principles that WT has introduced to the Sidewalk Toronto project; increase understanding of the role of WT DSAP; and, contextualize the SWL purposeful solutions through the framework and generate a discussion with the public on core digital governance issues
- suggestion to hold a Sept DSAP meeting in preparation for launch of Civic Labs events - focus on data principles as set out in PDA and that will inform the MIDP; result should help inform SWL revisions to its Responsible Data Use Policy Framework from May 2018
- want public to understand that panel is taking serious look at public consternation as expressed through media

5. Sidewalk Toronto

- Not covered

6. Other Business

- General expressions of support for and importance of work going forward. Important that panel start addressing substance

Created with Microsoft OneNote 2013.

Cariaga, Flordeliza (INFC)

From: Morin, Kathy (INFC)
Sent: August 23, 2018 10:25 AM
To: Tippins, Shawn (INFC)
Subject: RE: draft agenda for September IGSC / Waterfront

Ok thanks.

From: Tippins, Shawn (INFC)
Sent: August 23, 2018 10:11 AM
To: Morin, Kathy (INFC)
Subject: RE: draft agenda for September IGSC / Waterfront

For this morning I don't think so. But next week we'll need POB input on the SN for Sept 6th. I've just been told this morning's 11am briefing [REDACTED]

From: Morin, Kathy (INFC)
Sent: August 23, 2018 9:47 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: draft agenda for September IGSC / Waterfront

Ok great. Do you need anything from us right now?

From: Tippins, Shawn (INFC)
Sent: August 23, 2018 9:44 AM
To: Morin, Kathy (INFC) <kathy.morin@canada.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Cc: Matharu, Krishen (INFC) <krishen.matharu@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: draft agenda for September IGSC / Waterfront

Thanks – We'd asked WT about meeting materials for agenda items, which they've agreed to provide by COB wed, Aug 29th [REDACTED] We don't expect these to be very detailed, likely 1-pagers or short slide presentations.

From: Morin, Kathy (INFC)
Sent: August 23, 2018 9:01 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Cc: Matharu, Krishen (INFC) <krishen.matharu@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: draft agenda for September IGSC / Waterfront

Thanks Shawn. I have asked WT for an update on PFLP but haven't heard back I hoping to get something this morning.

From: Tippins, Shawn (INFC)
Sent: August 22, 2018 4:23 PM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>

Cc: Matharu, Krishen (INFC) <krishten.matharu@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: draft agenda for September IGSC / Waterfront

Hi Marie-Pier and colleagues -

Attached is a draft agenda for the Sept 6th IGSC, along with a timeline of key events/milestones related to Quayside that we've submitted to DMO in advance of Tomorrow's briefing (assuming it does not get re-scheduled). We also provided DMO with a package of background material for the DM's reference (scanned in two 2 parts) related to recent Quayside developments, but these are of secondary importance to the agenda and timeline. The draft agenda reflects TWG/WT feedback but is still evolving, so it is likely to change again in the coming days.

We just wanted you to have these pieces in advance of the briefing. ST.

From: Nassif, Marie-Pier (INFC)
Sent: August 20, 2018 4:42 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Matharu, Krishen (INFC) <krishten.matharu@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>
Subject: RE: draft agenda for September IGSC / Waterfront

Hi Nancy,

See below – I've inserted answers to your questions:

Cheers!
MP

From: Faraday-Smith, Nancy (INFC)
Sent: August 20, 2018 1:33 PM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Matharu, Krishen (INFC) <krishten.matharu@canada.ca>
Subject: draft agenda for September IGSC / Waterfront

Hi Marie-Pier,

Hope you had a great weekend. I'm sending along a draft agenda for the September IGSC. We've received comments from the City and have invited comments/input from WT. You'll see that a Portlands update from WT is included as a standing item. A couple of things:

- As I believe I mentioned over coffee last week, we're briefing Kelly on Thursday. Now that I have the formal invite I'll forward it to you. Sounds good – thanks for forwarding the invitation. (I have seen it yet)
- Would you be able to provide content on Portlands for the scenario note we're putting together (not for Thursday per se, but for the formal briefing package)? Yes, of course we will provide the content on the Port Lands Project.
- Following the DM's tour of WT projects just over a week ago, was POB asked to do any follow up? Not to my knowledge. We only received a question pertaining to the claims received/paid related to the Port Lands Project.



Best,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-854-8418

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-854-8418

**BRIEFING NOTE TO THE DEPUTY MINISTER****Waterfront Toronto Update**

(For Information)

ISSUE

- You will have a call on July 12 with Scott Thompson, the new Deputy Minister of the Ontario Ministry of Transportation and Ministry of Infrastructure. The call provides an opportunity to outline the federal stance on the Waterfront file and discuss the agenda for the upcoming Inter-Governmental Steering Committee (IGSC) meeting in Toronto on July 20.
- Issues that may be raised on the call include next steps for the CEO of Waterfront, progress on the Quayside and Port Lands projects; and the go forward approach to governance of the Waterfront file between the three levels of government.

HIGHLIGHTS/KEY CONSIDERATIONS

- This call will take place on the backdrop of Will Fleissig's resignation on July 4. Waterfront's Board has put an interim leadership team in place under acting CEO Michael Nobrega as it launches the search for a new CEO.
- As Waterfront's Board deals with next steps on CEO succession-planning, it will be important for the organization to keep momentum as it progresses on Quayside, and implements the Port Lands Flood Protection project.
- On Quayside, Waterfront announced on June 26 that timelines for completing the Master Innovation and Development Agreement would be pushed back to spring 2019.
- You will want to suggest that a pre-meeting take place ahead of the July 20 IGSC, without Waterfront Toronto, between yourself, Mr. Thompson, and interim City Manager Giuliana Carbone to set the stage for items that will be considered. You will also want to emphasize the need for such pre- or in camera meetings whenever the IGSC is convened.
- The PDA is the key item intended for discussion on July 20. A draft has been provided and governments will be briefed on July 13. Our interest is to ensure it aligns with Waterfront's founding legislation and any relevant agreements Waterfront has with the federal government, such as for Port Lands. The PDA also references the key role of the IGSC on government relations for Quayside.

- The IGSC and its associated bodies is key to coordinating the role of governments on the Waterfront file. July 20 should also be used as an opportunity to review this structure and solidify any needed adjustments – impressing the need to get this right.

KEY BACKGROUND

Next steps for the CEO of Waterfront

- On July 4 the Waterfront Toronto Board of Directors announced the resignation of CEO Will Fleissig. Ontario-appointed Board member Michael Nobrega will step down from Board duties to act as CEO while the Board undertakes the search for a permanent replacement. Communications materials on Mr. Fleissig's resignation are included under **Annex A**.

Quayside Update

- On June 26 Waterfront and Sidewalk Toronto issued a joint newsletter pushing back timelines for finalizing the Master Innovation and Development Plan (MIDP) to spring 2019. A copy of the newsletter is included in **Annex B**.
- Waterfront and Sidewalk Toronto continue to work towards completing the PDA. A draft has been circulated to governments, and Waterfront will brief INFC on July 13. The Waterfront Board will meet on July 31 to consider and approve the PDA, which is destined to be a public document. A summary of key elements of the draft PDA is included under **Annex C**.

July 16th MoU workshop

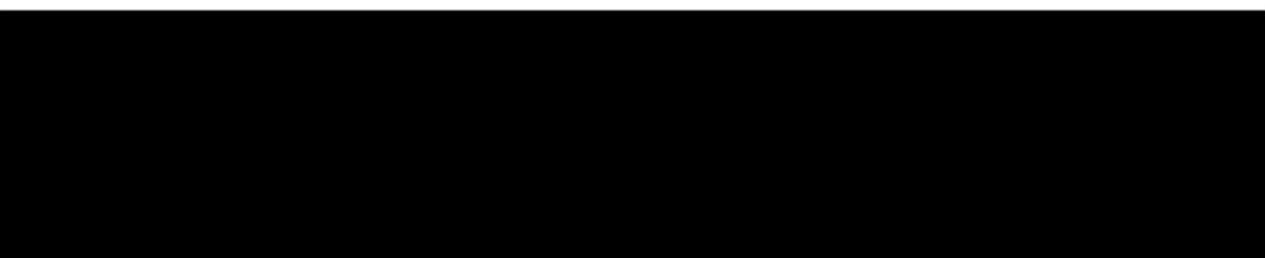
- IPI and POB staff will meet with City of Toronto and Ontario personnel on July 16 to workshop issues around Waterfront governance.

[REDACTED] The proposed agenda for the meeting is included under **Annex D**. To prepare for the meeting, IPI has drafted a one-pager outlining key elements in Waterfront's structure, included under **Annex E**.

[REDACTED] an important aspect to resolve is how Waterfront Toronto's involvement in Quayside-focused IGSC meetings is to be managed. Waterfront originally acted as the secretariat for the QESC – as most supporting documents come from them. It will be important to maintain a communication channel where Quayside matters can be discussed strictly between the three levels of government.

Port Lands Flood Remediation

- The Contribution Agreement (CA) for the Port Lands flood protection project came into effect on May 1, 2018. INFC is establishing a bilateral oversight committee with Waterfront that will serve to monitor Waterfront's compliance with the CA.
- Waterfront has satisfied federal duty to consult requirements to date and is engaged with First Nations communities on a means to formalize their involvement in public realm and other project aspects.
- Work on the PLFP Project is progressing on schedule and Waterfront has commenced site mobilization.
- Cherry Street lake filling is advancing, with barges currently delivering core stone fill onsite.



A “Data Trust” refers to a mutual organisation formed to manage data on its members’ behalf. Participants would pool their data forming a trust, stipulating conditions under which data could be shared. The trust would retain a duty of care without conflicting goals such as making a profit or furthering a research career. Waterfront and Sidewalk are considering whether such an approach may be appropriate in the context of Quayside.

NEXT STEPS

- Your call with Mr. Thompson will scope these issues in advance of the July 20 IGSC. Key points to register are attached. We will work with contacts in Ontario, the City and Waterfront to finalize the agenda for the July 20 meeting and provide key materials for consideration at the discussion.

SECRET

POINTS TO REGISTER – WATERFRONT TORONTO ISSUES

Overall message and federal role

- I look forward to working with you as INFC takes on the IGSC Chair for this fiscal year. Two big projects we have before us are the Port Lands Flood Protection, and Waterfront's partnership with Sidewalk Labs on Quayside.
- We welcome being a funding partner on Portlands, and that implies a defined federal role with limitations.
- The federal government is not an ongoing funding partner on Waterfront Toronto itself, and deals with the revitalization initiative project by project, as it has done historically.
- The Quayside project is of interest to federal government in terms of what it means for Canada – the opportunity to pilot innovation, and collaborate in a unique entity with 3 orders of government
- Importantly, we need to ensure a strong bond between Waterfront's board and management, and governments need to respect and support good governance.
- Similarly, Waterfront needs to be supported in dealing with its funding and planning partners, as some of these may pressure good governance and try to deal with governments directly.
- INFC is prepared to help and support other governments and navigate the policy issues coming up of national significance, while being mindful of the need to think in terms of national frameworks at the federal level.

The July 20th IGSC meeting

- The Partnership Development Agreement (PDA) is coming up for our consideration on July 20. The PDA's expected release in the coming weeks will signal the start of an intense period for Waterfront, as it turns completing the Master Innovation and development Plan.



- We also want to make sure we have the right coordinating structures in place to ensure issues are dealt with by the right groups and Waterfront's Board and Management receives appropriate feedback. The IGSC plays a key role here. We should review its structure and solidify any adjustments where needed.
- Along with the City, we will need to touch base just between governments ahead of July 20 to make sure we are comfortable with the agenda and to set the stage for the discussion.

SECRET

- I would welcome your views, and hope we can discuss further when we meet in Toronto on July 20.

Quayside-specific points

- I noted the announcement of the revised timeline for completing the Mater Innovation and Development Plan (MIDP) which is now targeting spring 2019.
- Waterfront has now circulated the draft PDA and is briefing governments in the lead-up to July 20. Our interest from the federal perspective is to ensure it aligns with Waterfront's founding legislation and the authorities it accords to Waterfront Toronto as a corporation.
- As a roadmap for completing the MIDP, the PDA has a number of principles around IP, data governance and privacy, public communications and government relations – which are intended to address public concerns in these areas. On interaction with governments the PDA references the key role of the IGSC.

Governance-specific points

- 
- I am open to this effort. As you may know Infrastructure Canada engages on high-level strategic issues and acts as a bridge back to the federal family, but does not get involved on issues that are otherwise better left with Waterfront Toronto's management and Board – such as oversight of operational matters.
- 

Quayside Executive Steering Committee – specific points

- The IGSC has typically met quarterly to consider the full range of issues with respect to the Waterfront Toronto Revitalization Initiative. More regular issue specific discussions have tended to take place at a project management or "Executive Steering Committee" level. This was our initial approach on Quayside
- 

[REDACTED] As Waterfront was acting as the secretariat and rapporteur for Quayside ESC discussions, we will need to think of a way in which we can discuss Quayside matters strictly between the three governments when required.

Port Lands-specific points

- I understand that work on the Port Lands flood protection project is progressing and Waterfront is planning to start site mobilization this month.
- I would welcome any views you would like to share on the project from your perspective.

Next Steps for the CEO of Waterfront

- We thank Will Fleissig for his service and wish him well in his future endeavours.
- We welcome Michael Nobrega in his role as acting CEO, while he and the rest of the interim leadership team search for a permanent replacement.

Orientation of Ontario's New Government toward the Waterfront

- We would welcome any insights you could share on broad policy directions or government initiatives that may be relevant to Waterfront.

Glenn Campbell
Assistant Deputy Minister
Investment, Partnerships and Innovation

Date

Attachments (6):

- Annex A – Media materials on Waterfront Toronto’s CEO’s resignation
- Annex B – Master Innovation and Development Plan Newsletter and Related Media
- Annex C – Draft summary of key elements of Partnership Development Agreement
- Annex D – Proposed Agenda for July 16 meeting with City of Toronto and Ontario
- Annex E – One-pager on waterfront governance – DRAFT
- Annex F – Terms of Reference for the IGSC
- Annex G – Proposed Principles for Data Trust Pilot, and INFC response

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 5, 2018 4:08 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC)
Subject: RE: Notes for pre-call IGSC Sept 6
Attachments: Notes for pre-call IGSC Sept 6.docx

I've printed copies of the attached to bring to our 5pm briefing.

From: Faraday-Smith, Nancy (INFC)
Sent: September 4, 2018 6:37 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC) ; Zewede, Heywet (INFC) ; Ladouceur3, Natalie (INFC)
Subject: Notes for pre-call IGSC Sept 6

Hi Glenn –

With apologies for not getting this to you sooner, please see attached a draft piece to inform Kelly's call tomorrow at 5:30 with MOI and the City [REDACTED] This is related but a separate deliverable from the full IGSC briefing package which we continue to refine.

Nancy

Waterfront Revitalization Initiative
Tri-Government IGSC Prep Call
September 5, 2018, 17:30

Participants:

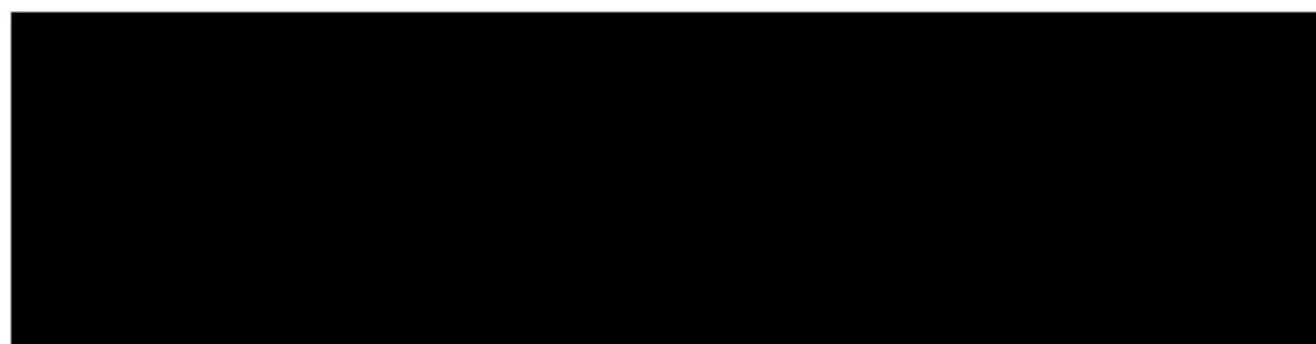
- Scott Thompson (DM Ontario Ministry of Transport; DM Ministry of Infrastructure)
- Chris Murray (City Manager, City of Toronto)

Issue

- You will be holding a pre-call with your IGSC counterparts to preview and align on key agenda items or issues of concern ahead of the IGSC meeting in Toronto on September 6th.

Background

- The agenda has been developed and agreed-to in advance at staff-level but you may wish to confirm that your counterparts are comfortable with it as it stands.
- A standing in-camera portion will take place at the end of the meeting. You may wish to ask if MOI or the City intend to bring any times forward for discussion.
- There is a full agenda for this 1.5 hour meeting, which in short will cover:
 - Approval of May 10 and July 20 IGSC minutes
 - Port Lands Update
 - Quayside Update
 - WT 5-year plan
 - WT Financial Update
 - Tri-government Accord Progress Update
- INFN, MOI and City officials held a call on September 4th to preview our respective positions vis-à-vis substantive agenda items.



**Pages 305 to 306
are withheld
pursuant to paragraphs
21(1)(a) and 21(1)(b)
of the *Access to Information Act***

**Les pages 305 à 306
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 7, 2018 12:47 PM
To: Campbell, Glenn (INFC)
Cc: Mitchell2, Lisa (INFC)
Subject: RE: connecting

Thanks for the loop. Did you opine to Gerard on whether you want to join him in tracking or have him cover?

As was asked of Jenny (below), we can pull together a short piece on privacy in the context of Quayside, i.e., tell story of Framework, PDA, development of MIDP and DSAP role in same and offer that it be sent over to Mala via Gerard.

Nancy

From: Campbell, Glenn (INFC)
Sent: September 6, 2018 2:19 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>
Subject: FW: connecting

From: Peets, Gerard (INFC)
Sent: September 6, 2018 1:52 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Tremblay, Jenny (INFC) <jenny.tremblay@canada.ca>
Subject: Fw: connecting

Glenn, Jenny,

I mentioned the Challenge and Sidewalk as crosswalks to a more general discussion of privacy today at an ISED meeting on digital.

Glenn, let me know if you want to join me in tracking this. Alternatively, I can cover and draw links as needed.

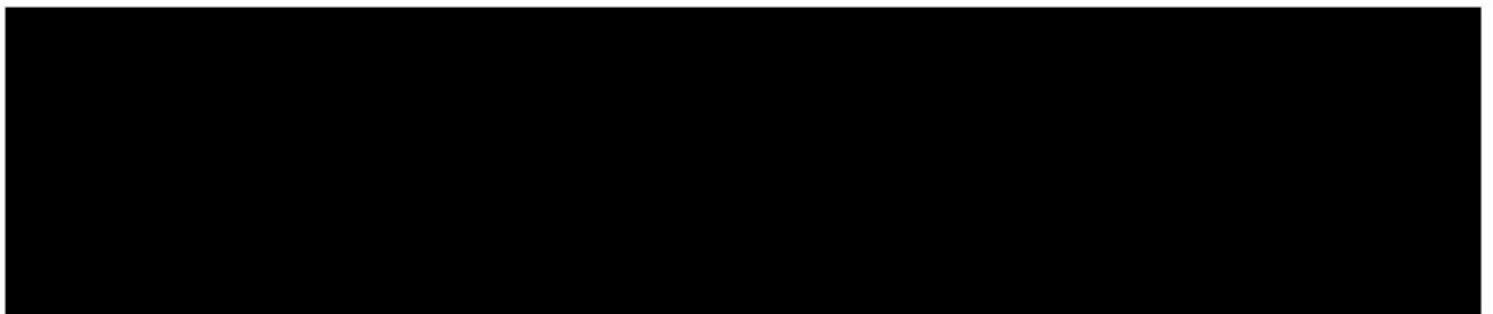
Jenny, let's put a package together on Smart Cities and privacy to send over.

Gerard

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Khanna, Mala <Mala.Khanna@justice.gc.ca>
Sent: Thursday, September 6, 2018 12:58 PM
To: Peets, Gerard (INFC)
Cc: Geh, Sarah; Bastien, Melanie; Donnelly, Monica
Subject: connecting

Hi Gerard



Thanks!
Mala

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 7, 2018 1:45 PM
To: Ren, Wendy (MOI); David Stonehouse; Manning, Catalina (MOI)
Cc: Tippins, Shawn (INFC)
Subject: RE: quick question

Great – thanks

From: Ren, Wendy (MOI) [mailto:Wendy.Ren@ontario.ca]
Sent: September 7, 2018 1:09 PM
To: David Stonehouse ; Faraday-Smith, Nancy (INFC) ; Manning, Catalina (MOI) ; Nassif, Marie-Pier (INFC) ; Morin, Kathy (INFC)
Subject: RE: quick question

Ok. We will clarify

Wendy Ren, Ph.D
Director, Policy and Planning Branch
Infrastructure Policy Division
Ministry of Infrastructure
Tel: 416 325 7966
e-mail: wendy.ren@ontario.ca

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From: David Stonehouse [<mailto:David.Stonehouse@toronto.ca>]
Sent: Friday, September 7, 2018 12:52 PM
To: Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Manning, Catalina (MOI) <Catalina.Manning@ontario.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>
Subject: RE: quick question

The MIDP will be a plan

From: Ren, Wendy (MOI) [<mailto:Wendy.Ren@ontario.ca>]
Sent: September 7, 2018 12:29 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Manning, Catalina (MOI) <Catalina.Manning@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>
Subject: RE: quick question

Agreed. David, Can you please confirm if MIDP is an agreement? My view is that MIPD is not an agreement.

Wendy Ren, Ph.D
Director, Policy and Planning Branch
Infrastructure Policy Division
Ministry of Infrastructure
Tel: 416 325 7966
e-mail: wendy.ren@ontario.ca

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From: Faraday-Smith, Nancy (INFC) [mailto:nancy.faraday-smith@canada.ca]
Sent: Friday, September 7, 2018 12:18 PM
To: Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Manning, Catalina (MOI) <Catalina.Manning@ontario.ca>; 'David Stonehouse' <David.Stonehouse@toronto.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>
Subject: quick question
Importance: High

All –

In paragraph 24 it refers to a “final agreement” as follows:

- The three levels of governments have so far not been involved in the RFP and negotiations with Sidewalk Labs. Approval of the final agreement by all three levels of governments is necessary as Waterfront Toronto is not permitted by its Act to act as an agent of a government.

Is this referring to the MIDP? If so, is the MIDP actually an *agreement* or a go forward plan? If the latter, than the AG is miscasting the MIDP and we can point that out in our comments.

Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-854-8418

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-854-8418

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: September 20, 2018 1:15 PM
To: Knecht, Brigit (INFC)
Subject: RE: Digital / Data consultations

No prob. I'm around my desk all afternoon. So if there's a time that works best for you...

From: Knecht, Brigit (INFC)
Sent: September 20, 2018 12:23 PM
To: Tippins, Shawn (INFC)
Subject: RE: Digital / Data consultations

Hi Shawn,
Yes, [REDACTED] This aft?
BK

From: Tippins, Shawn (INFC)
Sent: September 20, 2018 12:21 PM
To: Knecht, Brigit (INFC) <brigit.knecht@canada.ca>
Subject: FW: Digital / Data consultations

Hey Brigit –
Would you have a minute to touch base on this today? Thanks, ST.

From: Faraday-Smith, Nancy (INFC)
Sent: September 20, 2018 12:12 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: Digital / Data consultations
Can you follow up with Brigit?

From: Tremblay, Jenny (INFC)
Sent: September 19, 2018 9:17 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Knecht, Brigit (INFC) <brigit.knecht@canada.ca>
Subject: RE: Digital / Data consultations

We do have some background docs from that ADM group. Copying Brigit who can send them along!

From: Faraday-Smith, Nancy (INFC)
Sent: September 19, 2018 1:28 PM
To: Tremblay, Jenny (INFC) <jenny.tremblay@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: Digital / Data consultations
Hi Jenny,

[REDACTED] see chain below – do you have any background materials they may have shared in the context of the ADM Interdepartmental group that was struck around the digital/data consultations – which I believe Gerard is participating on? (I recall an email from Gerard to Glenn from several weeks back where they each agreed Gerard would represent INFC on that group). As I mentioned to Erin Lynch, we're writing an info note to the DM on Waterfront/Quayside and how it dovetails with ISED's efforts.

Happy to chat further if you'd like.

Thanks!

Nancy

From: Lynch, Erin (IC)
Sent: September 19, 2018 12:07 PM

To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; McIvor, Charles (IC) <charles.mcivor@canada.ca>

Cc: Stan, Mandy (IC) <mandy.stan@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

Subject: RE: Digital / Data consultations

Hi Nancy, glad you guys were able to make it. Re where this work is going, that's the ADM interdepartmental group we have put together. Think you guys are on it.

Cheers

E

Erin Lynch

343-291-1931

From: Faraday-Smith, Nancy (INFC)

Sent: September 19, 2018 11:27 AM

To: McIvor, Charles (IC) <charles.mcivor@canada.ca>; Lynch, Erin (IC) <erin.lynch@canada.ca>

Cc: Stan, Mandy (IC) <mandy.stan@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

Subject: Digital / Data consultations

Hi there,

Charles - it was great to see you in Toronto at the Trust & Privacy session. I thought the discussion at our table was quite interesting and was glad to also have a chance to hear views from the broader room. If helpful I'd be happy to share my notes, such as they are.

On a more general level, I was wondering if there's something ISED would be willing to share – for internal purposes – in terms of process/next steps/end goal of the National Digital & Data Consultations. We're briefing our DM on the linkages between Waterfront Toronto/Quayside development and this larger federal framework piece. On our side, Waterfront has struck a Digital Strategy Advisory Panel to advise on data use/governance/privacy etc in the context of Quayside and Waterfront's creation of a Master Innovation and Development Plan. An important element of this Plan will be Waterfront and Sidewalk Lab's articulation of their shared digital and data strategy. [REDACTED]

Any background you may be able to share would be really helpful for our note.

Thanks,

Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation

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Infrastructure Canada / Gouvernement du Canada

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 25, 2018 12:52 PM
To: Ren, Wendy (MOI); David Stonehouse
Cc: Tippins, Shawn (INFC); Brett Howell; Whitehead, Cam (MOI)
Subject: Re: Quayside Review Panel

He did - wanted to discuss over a call. Need to hear/learn more before forming a view. how about on your side(s)?

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Ren, Wendy (MOI)
Sent: Tuesday, September 25, 2018 12:46 PM
To: Faraday-Smith, Nancy (INFC); David Stonehouse
Cc: Tippins, Shawn (INFC); Brett Howell; Whitehead, Cam (MOI)
Subject: FW: Quayside Review Panel

Hi Nancy and David,
I believe ED approached you about the issue. What is your view about this?
Thanks
Wendy

Wendy Ren, Ph.D
Director, Policy and Planning Branch
Infrastructure Policy Division
Ministry of Infrastructure
Tel: 416 325 7966
e-mail: wendy.ren@ontario.ca

ATTENTION: This message, including any attachments, is confidential and may contain information that is privileged and exempt from disclosure under applicable law. Please do not distribute, copy or use it without my express authorization. If you have received this message in error, or you are not one of the addressees listed above, please notify me immediately by return e-mail and permanently delete this message from your mailbox. Thank you.

From: Edward Chalupka [mailto:████████@waterfronttoronto.ca]
Sent: Tuesday, September 25, 2018 12:24 PM
To: Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Redish, Adam (MOI) <Adam.Redish@ontario.ca>
Cc: Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>
Subject: Quayside Review Panel

Adam, Wendy –

Hope all is well and good to see you at least week's Innovation Centre ground breaking event Wendy.

I was hoping to set up a time this week for a quick call to discuss the province's participation in a review panel for Quayside with myself and our Chief development Officer Meg Davis.

The PDA, as you know, raises the idea that to achieve some of the objectives of the MIDP, Sidewalk Labs may investigate planning at scale within the DWA. The PDA also states that any proposed options at scale will be supported by a robust business planning and financial analysis.

WT has not yet received a comprehensive proposal from Sidewalk Labs on what aspects of the project may require scale and how that is supported by the business plan, however, we are expecting a proposal in mid to late October. It is likely that the proposal will impact policies of the three orders of government. As a result, WT will require direct input and review from the three orders of government. In order to facilitate this, we are proposing to set up a review panel, led by Waterfront Toronto, and including members of our government partners – for the province we are thinking it should be both the both of you - in order to allow Sidewalk Labs to make proposals directly to a panel that has the authority to deliberate and provide direction. It will be important to get timely feedback on which proposals require more research and development and if there are any proposals that should not be pursued.

Waterfront Toronto would chair and coordinate the panel and with governments, develop a terms of reference and roles and responsibilities for the review process.

Perhaps you could provide a couple of times this week that work for the both of you so we can discuss this further.

Thanks

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED] @waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTtoronto

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: September 25, 2018 4:46 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Coming up on the WT File

Glenn: As requested – near-term on the WT file, below is what's going on/coming up.

Oct 2nd – working-level tri-gov't working group call: will deal with advancing the accord text into its “final draft” form for further consideration on by IGSC on Nov 8th.

Oct 11th – WT Board of Directors will be presented with a draft WT 5-year Strategic Plan. Governments will then receive the draft to review and comment on over the next 6-weeks

Oct 18th – 4th DSAP meeting (1pm-4pm) need to send federal reps.

Oct 25th:

- Quayside-focused IGSC (in Toronto): Will preview annotated Table of Contents for MIDP; WT Quayside Evaluation Framework
- Minister Champagne/ SWL CEO Dan Doctoroff Bilat (in Ottawa)
- Decision needed on DM participation in IGSC [REDACTED] (i.e. in person or via video/telcon

Nov 7th – Civic Lab #1: Need to send federal reps.

Nov 8th – IGSC: Discussion of the 5-year Plan.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 26, 2018 4:58 PM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC)
Subject: RE: time for a call next week?

Friday at 11 it is. I'll send an invite for you to call me on my line.

From: Edward Chalupka [mailto:[\[REDACTED\]@waterfronttoronto.ca](#)]
Sent: September 26, 2018 2:51 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: time for a call next week?

Hoe about Friday at 11... I am tied up at 4 today.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, September 26, 2018 11:19 AM
To: Edward Chalupka <[\[REDACTED\]@waterfronttoronto.ca](#)>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Re: time for a call next week?

Hi Ed -

Best if we speak first. I have time tomorrow at 4pm and Friday at 11am.

Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edward Chalupka
Sent: Tuesday, September 25, 2018 12:20 PM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: time for a call next week?

Nancy –

Yes lets find some time to catch up. As part of the call Meg Davis (our CDO) and I would like to speak to you and Glenn regarding the feds (all orders of government) participation in a review panel for Quayside.

The PDA, as you know, raises the idea that to achieve some of the objectives of the MIDP Sidewalk Labs may investigate planning at scale within the DWA. The PDA also states that any proposed options at scale will be supported by a robust business planning and financial analysis.

WT has not yet received a comprehensive proposal from Sidewalk Labs on what aspects of the project may require scale and how that is supported by the business plan, however, we are expecting a proposal in mid to late October. It is likely that the proposal will impact policies of the three orders of government. As a result, WT will require direct input and review from the three orders of government. In order to facilitate this, we are proposing to set up a review panel, led by

Waterfront Toronto, and including members of our government partners – for the federal government we are thinking it should be yourself and Glenn - in order to allow Sidewalk Labs to make proposals directly to a panel that has the authority to deliberate and provide direction. It will be important to get timely feedback on which proposals require more research and development and if there are any proposals that should not be pursued.

Waterfront Toronto would chair and coordinate the panel and with governments, develop a terms of reference and roles and responsibilities for the review process.

Perhaps you could provide a couple of times this week that work for you and Glenn so we can discuss this further.

Thanks
Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, September 21, 2018 5:15 PM
To: Edward Chalupka [REDACTED]@waterfronttoronto.ca>
Subject: time for a call next week?

Just 20 mins to get caught up on a few things coming out of our tri-government working group call this week.

Have a great weekend,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 1, 2018 4:28 PM
To: Tippins, Shawn (INFC)
Subject: Re: TWG + WT Agenda

Ok thx

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Tippins, Shawn (INFC)
Sent: Monday, October 1, 2018 4:12 PM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: TWG + WT Agenda

I gave Glenn a hardcopy. His only comment was to remind us to make sure the dashboard discussion be more than just Quayside-centric item.

From: Brett Howell [mailto: [REDACTED]@toronto.ca]
Sent: October 1, 2018 3:38 PM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; Nassif, Marie-Pier (INFC) ; 'Wendy.Ren@ontario.ca' ; 'Whitehead, Cam (MOI)' ; 'Manning, Catalina (MOI)' ; Karen Thorburn ; Jay Paleja ; David Stonehouse ; Mike Yu
Subject: RE: TWG + WT Agenda

Attached is the updated TWG Agenda incorporating Catalina's suggestion for an MIDP update within Section 5 – Quayside.

Cheers,

Brett Howell MCIP, RPP

Technical Coordinator
Waterfront Secretariat, City Planning Division
12th Floor East Tower, Toronto City Hall
100 Queen Street West | Toronto, ON | M5H 2N2

T: [REDACTED] | F: 416-392-8805
E: [REDACTED]@toronto.ca

From: Brett Howell
Sent: September 27, 2018 4:50 PM
To: 'Nancy.Faraday-Smith@canada.ca' <Nancy.Faraday-Smith@canada.ca>; 'Tippins, Shawn (INFC)' <shawn.tippins@canada.ca>; 'Nassif, Marie-Pier (INFC)' <marie-pier.nassif@canada.ca>; 'Wendy.Ren@ontario.ca' <Wendy.Ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; 'Manning, Catalina (MOI)' <Catalina.Manning@ontario.ca>; Karen Thorburn <Karen.Thorburn@toronto.ca>; Jay Paleja <Jay.Paleja@toronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Mike Yu [REDACTED]@toronto.ca
Subject: TWG + WT Agenda

Please find attached the draft agenda for the TWG + WT meeting scheduled for Tuesday October 2 at 3pm. Let me know if there are any additional items that you think should be discussed.

Thanks,

Brett Howell MCIP, RPP

Technical Coordinator
Waterfront Secretariat, City Planning Division
12th Floor East Tower, Toronto City Hall
100 Queen Street West | Toronto, ON | M5H 2N2
T: [REDACTED] | F: 416-392-8805

E [REDACTED]@toronto.ca

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: October 2, 2018 9:19 AM
To: Matharu, Krishen (INFC); Coffin, Erin (INFC)
Cc: Faraday-Smith, Nancy (INFC)
Subject: FW: TWG + WT Agenda
Attachments: Agenda - TWG - 2018_10_02.docx

Hi – see attached the agenda for this afternoon's TWG. We don't have Port Lands on the agenda. But we will be talking about the accord and the Ontario AG audit, which Kathy was involved with over the summer. I have booked 09-001 for the call if you wish to participate.

From: Brett Howell [mailto: [REDACTED]@toronto.ca]
Sent: October 1, 2018 3:38 PM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; Nassif, Marie-Pier (INFC) ; 'Wendy.Ren@ontario.ca' ; 'Whitehead, Cam (MOI)' ; 'Manning, Catalina (MOI)' ; Karen Thorburn ; Jay Paleja ; David Stonehouse ; Mike Yu
Subject: RE: TWG + WT Agenda

Attached is the updated TWG Agenda incorporating Catalina's suggestion for an MIDP update within Section 5 – Quayside.

Cheers,

Brett Howell MCIP, RPP
 Technical Coordinator
 Waterfront Secretariat, City Planning Division
 12th Floor East Tower, Toronto City Hall
 100 Queen Street West | Toronto, ON | M5H 2N2
 T: [REDACTED] F: 416-392-8805
 E: [REDACTED]@toronto.ca

From: Brett Howell
Sent: September 27, 2018 4:50 PM
To: 'Nancy.Faraday-Smith@canada.ca' <Nancy.Faraday-Smith@canada.ca>; 'Tippins, Shawn (INFC)' <shawn.tippins@canada.ca>; 'Nassif, Marie-Pier (INFC)' <marie-pier.nassif@canada.ca>; 'Wendy.Ren@ontario.ca' <Wendy.Ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; 'Manning, Catalina (MOI)' <Catalina.Manning@ontario.ca>; Karen Thorburn <Karen.Thorburn@toronto.ca>; Jay Paleja <Jay.Paleja@toronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Mike Yu [REDACTED]@toronto.ca
Subject: TWG + WT Agenda

Please find attached the draft agenda for the TWG + WT meeting scheduled for Tuesday October 2 at 3pm. Let me know if there are any additional items that you think should be discussed.

Thanks,

Brett Howell MCIP, RPP
 Technical Coordinator
 Waterfront Secretariat, City Planning Division
 12th Floor East Tower, Toronto City Hall

100 Queen Street West | Toronto, ON | M5H 2N2

T: [REDACTED] | F: 416-392-8805

E: [REDACTED]@toronto.ca

Toronto Waterfront Tri-Government Working Group
Tuesday October 2, 2018
Conference Call
3:00pm to 4:00pm

Agenda

3:00 to 3:30pm – Government Partners

1. Introductions
2. Quayside Update
3. Waterfront MOU/Accord Update
4. Audit Update

3:30 to 4:00pm – Waterfront Toronto Joins Meeting

5. Quayside
 - Review Panel
 - Dashboard
 - MIDP
 - Critical Path
6. Waterfront MOU/Accord Update
7. Waterfront 5-Year Long Term Plan
8. IGSC Meetings
 - October 25th Agenda Items
 - November 8th Prospective Items
 - Timing for 2019 Meetings
9. Next Steps / Other Business

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 4, 2018 9:00 AM
To: Tippins, Shawn (INFC)
Subject: Re: Welcome debrief from today's WF related call

Definitely agree. We'll be meeting with [REDACTED] et al at 3:15. [REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Tippins, Shawn (INFC)
Sent: Thursday, October 4, 2018 8:58 AM
To: Faraday-Smith, Nancy (INFC)
Subject: Fw: Welcome debrief from today's WF related call

Nancy - Is this afternoon's meeting with [REDACTED] still happening? If so, then maybe it's an opportunity to suss-out some of the questions we have on the DSAP's role and how best to leverage it on the MIDP development. [REDACTED]
[REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Wednesday, October 3, 2018 7:59 AM
To: Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)
Cc: Ladouceur3, Natalie (INFC)
Subject: Re: Welcome debrief from today's WF related call



Glenn Campbell
[REDACTED]

613 941-0722 (w)

From: Tippins, Shawn (INFC)
Sent: Wednesday, October 3, 2018 6:42 AM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)
Cc: Ladouceur3, Natalie (INFC)
Subject: RE: Welcome debrief from today's WF related call

Hi – a few thoughts on the DSAP point:

The DSAP is supposed to advise WT management on ethics, accountability, transparency, protection of personal privacy, data governance and cyber security as the MIDP unfolds. Its views, while non-binding, are meant to be particularly instructive in shaping SWL's Responsible Data Use Framework; the digital platform that will form the "IT backbone" to Quayside; and key IP aspects of the project. Because Quayside may pilot

first-to-market technologies, it's expected that the DSAP will generate recommendations that could inform new federal and provincial digital governance laws and regulations.

From: Campbell, Glenn (INFC)

Sent: October 2, 2018 10:17 PM

To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)

Cc: Ladouceur3, Natalie (INFC)

Subject: Re: Welcome debrief from today's WF related call

Also how does the DSAP work into the mix, thought was an filter, intermediary to address issues and advise WFT? How do Govs benefit.

Glenn Campbell

613 941-0722 (w)

From: Campbell, Glenn (INFC)

Sent: Tuesday, October 2, 2018 9:26 PM

To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)

Cc: Ladouceur3, Natalie (INFC)

Subject: Re: Welcome debrief from today's WF related call

Thanks

We can have a panel ultimately, but we need to have WF come forward first, including materials from SW on paper so we can prepare. Panel should be just follow up context

Glenn Campbell

613 941-0722 (w)

From: Faraday-Smith, Nancy (INFC)

Sent: Tuesday, October 2, 2018 8:48 PM

To: Campbell, Glenn (INFC); Tippins, Shawn (INFC)

Cc: Ladouceur3, Natalie (INFC)

Subject: Re: Welcome debrief from today's WF related call

Glen -

Highlights from today's tri-government working group call are as follows (recalling WT joined for second half of meeting):

Quayside Update (tri-government only)

- Focus of discussion was mainly on WTs Review Panel for Quayside

MOU/Accord (tri-government only)

Further discussion was parked as WT joined call at this juncture.

WT Updates (tri-government + WT)

- have produced first cut of ERP **dashboard(s)**; Ed to further refine and share with governments to seek input in order land a version all can agree to
- WT Board to receive/review **5-year Plan** draft at Oct 11 meeting; governments will have concurrent access to same; WT seeking government input ideally by Nov 1 but effectively have until Dec 6th WT Board meeting to comment
- SWL holding pen on **MIDP**; WT expects to start receiving component drafts in next week or two; will work with SWL to build out and refine prior to sharing full draft with governments by early Jan
- On proposed Quayside Review Panel, WT reiterated pitch; I led off with federal positioning and asked that WT consider coming forward with an alternative approach that would see WT exercise its role as interlocutor and bring forward issues/proposals/needed approvals to governments on priority basis. Other orders of government supportive.

[REDACTED] I also offered that we'd front-end load Nov 8th IGSC agenda with Quayside discussion.

Lastly, this is all off memory as my notes are at the office so I'll be sure to follow up in the morning if I've missed anything critical.

Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Tuesday, October 2, 2018 6:21 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Cc: Ladouceur3, Natalie (INFC)
Subject: Welcome debrief from today's WF related call

Glenn Campbell

[REDACTED]
613 941-0722 (w)

Cariaga, Flordeliza (INFC)

From: Campbell, Glenn (INFC)
Sent: October 10, 2018 9:34 PM
To: Eyre, Jennifer (INFC); O'Grady, Tammy (INFC)
Cc: Faraday-Smith, Nancy (INFC); Ladouceur3, Natalie (INFC); Tippins, Shawn (INFC); Mitchell2, Lisa (INFC)
Subject: Oct 15 meeting with Dan Doctoroff - NFS
Attachments: Oct 15 meeting with Dan Doctoroff - NFS.DOC

Good evening, sorry for delay, this note for MINO got moved up in timing. So we turned around as fast as possible. Understand the meeting venue and time has changed.

Happy to adjust as necessary.

G



SCENARIO NOTE TO THE MINISTER

MEETING BETWEEN MINISTER OF INFRASTRUCTURE AND COMMUNITIES AND DAN DOCTOROFF, CEO, SIDEWALK LABS

MEETING DETAILS

- **DATE/TIME:** Monday, October 15, 2018, (Time TBC)
- **LOCATION:** Fortune Global Conference, Toronto (Location TBC)
- **PARTICIPANTS:**
 - The Honourable Francois-Philippe Champagne, Minister of Infrastructure and Communities
 - Dan Doctoroff, Chief Executive Officer, Sidewalk Labs (see Bio in Annex A).

PURPOSE

- To learn about Sidewalk Lab's (Sidewalk) plans to reimagine Toronto's eastern waterfront as a smart city pilot, and how they see this vision being adopted in areas across Canada.

HIGHLIGHTS/KEY CONSIDERATIONS

- Sidewalk is working with Waterfront Toronto on a development plan that would see the eastern waterfront Quayside area become a new technology-enabled neighbourhood where digital solutions and forward-thinking urban design could be tested and applied to improve the quality of life for people in cities.
- This meeting presents an opportunity to learn how the Quayside project is unfolding in collaboration with Waterfront Toronto, and Sidewalk plans for public engagement on key aspects of the Quayside plan (e.g., data collection, governance, ownership as well as privacy) in advance of completing the Master Development and Innovation Plan (MDIP) in early 2019. See introductory letter from Mr. Doctoroff in Annex B.
- Sidewalk's broader vision as a company is to "blend people-centered urban design with technology to achieve new standards of sustainability, affordability, mobility, and economic opportunity" and they have signalled interest in partnering with governments on this vision.
- Quayside is one of two major initiatives being undertaken by Waterfront Toronto. The other is the Port Lands flood protection project, for which a contribution agreement representing the federal, provincial, and municipal governments' commitment of \$1.25 billion was signed on May 1, 2018, and will unlock a much larger piece of real estate for future development.

KEY BACKGROUND

- Waterfront Toronto is an independent agency created in 2001 under provincial statutes by Canada, Ontario and the City of Toronto to manage the Toronto Waterfront Revitalization Initiative. SWL was created by Google's parent company Alphabet in 2015 to design, test, and build urban innovations.
- In a November 2017 announcement attended by the Prime Minister, Waterfront Toronto selected SWL as a funding and innovation partner to develop Quayside, a small geographic area on the waterfront, following a public and global RFP process.
- Under an agreement between Waterfront Toronto and Sidewalk, the company has committed \$50 million towards fully developing a long-term development plan for Quayside. No lands or other rights have been committed to Sidewalk and the terms of the Project Development Agreement (PDA) allow for a process to work on a plan for development.
- Sidewalk will also consider moving Google Canada's headquarters to the waterfront area as an anchor for the urban innovation cluster, and has committed to promoting innovation in Toronto through establishment of a new institute. Waterfront will need to take any development plan before the three orders of government should there be need for specific approvals of initiatives under the plan.
- While Sidewalk, working with Waterfront, has engaged with the public on early aspects of its development proposal, there are still many uncertainties about the Sidewalk plans at this early stage. While there are many debates on topical issues, plans have yet to be fleshed out for data collection and governance, prompting vocal concerns around privacy, data governance, procurement/intellectual property and the privatization of urban planning. On the other hand many supporters point to the benefit of positioning Toronto at the leading edge of experimentation and urban innovation, as well as setting new benchmarks for digital governance. This innovation and technology adoption is happening and this project potentially allows for Canada to actively participate and gather experience and intelligence on how policy frameworks may need to adapt to changing realities.
- As it may pilot first-to-market technologies, the Quayside project is expected to generate much larger, at scale, proposals that will need to be weighed against current policies at federal, provincial and municipal level. More broadly it may test the balance between fostering innovation and appropriate frameworks for public trust, namely digital governance laws and regulations.
- Both Waterfront Toronto and Sidewalk Toronto have been encouraged to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish appropriate bodies to provide guidance, such as the Waterfront's Digital Advisory Panel that will help identify and frame policy issues that will arise under the planning for Quayside.

PROPOSED TALKING POINTS/PROPOSED QUESTIONS

- The Quayside project undertaken by Waterfront Toronto is a very exciting and ambitious project to promote innovation and advanced urban planning to produce better outcomes for the communities.
- Key to any successful outcome will be public support during both the planning phase and eventually when a master innovation and development plan comes forward for consideration. Public engagement as well as openness and transparency are important to the government partners that oversee Waterfront Toronto.
- Sidewalk Toronto, working with Waterfront, should continue to engage the public and leverage expertise as needed on all aspects of the Quayside proposal, given the cutting edge technology and smart infrastructure potential, but also given the concerns over the role technology plays in the lives of citizens now and in the future.
- We look forward to seeing the components of the full plan, and its strategy for balancing innovation and public trust. Waterfront Toronto, as an independent agency, will ultimately need to come forward to its government stakeholders on the plan for Quayside, and frankly the wider waterfront vision.
- As you know, my colleague Minister Bains is leading public consultations on the ways digital technology and a data-driven economy are affecting Canadians, as the Government of Canada is thinking hard on appropriate policy frameworks to support innovation but also protect privacy of Canadians.

Questions

- What is the overall magnitude of the investment that Sidewalk and Alphabet may be considering for the Toronto waterfront should governments approve a plan? What roles will Sidewalk envision playing itself, including infrastructure investment?
- Are you able to shed light on how the plan is coming together and the process you are following in collaboration with Waterfront Toronto?
- What are the key challenges and impediments you see in developing the plan and creating sufficient public and government support to make it a reality?

Mr. Dan Doctoroff
Chief Executive Officer, Sidewalk Labs



Dan Doctoroff is Chairman and Chief Executive Officer of Sidewalk Labs. Prior to joining Sidewalk Labs, Dan was President and Chief Executive Officer of Bloomberg L.P., the leading provider of news and information to the global financial community. During the seven years that he led the company, despite the 2008 financial crisis, Bloomberg's organic revenues nearly doubled.

Prior to joining Bloomberg L.P., Dan served as Deputy Mayor for Economic Development and Rebuilding for the City of New York. With Mayor Michael R. Bloomberg, Dan led the city's dramatic economic resurgence, spearheading the effort to reverse New York's fiscal crisis after 9/11 through a five-borough economic development strategy. This plan included the most ambitious land-use transformation in the city's modern history; the rebuilding of the World Trade Center site; the largest affordable housing program ever launched by an American city; and the formation of new Central Business Districts and Industrial Business Zones. Dan also oversaw the creation of PlaNYC, New York's path-breaking sustainability plan.

Before joining the Bloomberg administration, Dan was Managing Partner of the private equity investment firm Oak Hill Capital Partners. While at Oak Hill, Dan founded NYC2012, the organization that spearheaded efforts to bring the Olympic Games to the city.

Dan serves on the Boards of the University of Chicago, World Resources Institute, United States Olympic Committee, Bloomberg Philanthropies and Human Rights First. He is the founder of Target ALS, which raises funds for and has established a new model of collaboration to advance ALS research. He is a founder and chairman of Culture Shed, an innovative new cultural institution at the Hudson Yards in Manhattan.

Dan is a graduate of Harvard College and The Law School at the University of Chicago.

A native of Michigan, Dan has lived in New York for the past 32 years with his wife, Alisa. The Doctoroffs have three grown children.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 11, 2018 1:00 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC)
Subject: FW: Digital Strategy Advisory Panel (DSAP)
Attachments: 00 - AGD_DSAP_MTG_04_VER_001_DFT_001.pdf

Importance: High

Hi Glenn,

Below is an email from Ed (WT) previewing next Thursday's DSAP meeting. I would like for Shawn and I to both attend if you agree. We'll organize meeting(s) in the morning with tri-government colleagues and/or consider connecting at the working level with WT communications folks.

Nancy

From: Edward Chalupka [mailto:████████@waterfronttoronto.ca]
Sent: October 11, 2018 11:55 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Jayne Naiman <Jayne.Naiman@toronto.ca>; █████@toronto.ca <████████@toronto.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>
Cc: Meg Davis <MDavis@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>; Cameron MacKay <CMacKay@waterfronttoronto.ca>
Subject: Digital Strategy Advisory Panel (DSAP)
Importance: High

Hi all –

I want to provide a quick heads up that the next meeting of the DSAP will be held at our offices on October 18th from 1-4 PM.

The DSAP materials will be posted today to the Board Portal today. In advance of that I have attached a copy of the Agenda for the upcoming meeting so that you are aware of the items that will be discussed. I also wanted remind everyone that this session is an open session, and all materials will be presented publicly.

As noted in Item #4 on the attached agenda, Sidewalk Labs is bringing forward their proposed updated Responsible Data Use Framework at this session. For context, WT has not yet seen this content, and it is their independent proposal to the Panel to seek its input and to help shape their ideas as they continue to draft the MIDP. Once they provide their deck, we will forward it to you – likely by end of day tomorrow. The document will likely becoming public early next week. Based on recent conversations with the policy team at Sidewalk, we anticipate discussion around the following key areas:

- Responsible Data Use
- Data Use Impact Assessments/Privacy Impact Assessments
- Civic Data Trusts
- Data Categorization

As this will be the first real glimpse into Sidewalk Labs' approach on these matters since their initial draft of the Responsible Data Use Framework in May 2018, I would encourage all orders of government to have a representative(s) attend the meeting.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto



WATERFRONT TORONTO DIGITAL STRATEGY ADVISORY PANEL

MEETING #4 - AGENDA

October 18, 2018 - 1:00pm - 4:00pm
Waterfront Toronto Boardroom
20 Bay Street, Suite 1320
Toronto, Ontario M5J 2N8

1:00pm - 1:10pm	1. Opening Session	
	a. Call to Order	M. Geist
	b. Approval of Agenda	Panelists
	c. Declarations of Conflict of Interest	Panelists
	d. Approval of Previous Minutes	Panelists
1:10pm - 1:20pm	2. Chair's Remarks	M. Geist
1:20pm - 1:30pm	3. Remarks from Waterfront Toronto	K. Verner
1:30pm - 2:10pm	3. Civic Labs	N. Schweran
2:15pm - 3:45pm	4. Responsible Data Use, Impact Assessments and Data Trust	Sidewalk Labs
3:45pm - 3:55pm	5. Other Business	
4:00pm	6. Adjournment	

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 11, 2018 2:11 PM
To: 'Edward Chalupka'; Tippins, Shawn (INFC); David Stonehouse; Jayne Naiman;
████████@toronto.ca; Wendy Ren (wendy.ren@ontario.ca); Whitehead, Cam (MOI)
Cc: Meg Davis; Kristina Verner; Cameron MacKay
Subject: RE: Digital Strategy Advisory Panel (DSAP)

Shawn and I will be there. I look forward to receiving the SWL deck.

Thanks,
Nancy

From: Edward Chalupka [mailto: [REDACTED]@waterfronttoronto.ca]
Sent: October 11, 2018 11:55 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Jayne Naiman <Jayne.Naiman@toronto.ca>; [REDACTED]@toronto.ca <[REDACTED]@toronto.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>
Cc: Meg Davis <MDavis@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>; Cameron MacKay <CMacKay@waterfronttoronto.ca>
Subject: Digital Strategy Advisory Panel (DSAP)
Importance: High

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Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED]
@waterfrontoronto.ca | www.waterfrontoronto.ca



WATERFRONTORONTO

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: October 11, 2018 8:35 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Re: 5-year plan

Great. I think Ed had mentioned on one of our calls that they would want to release the draft MIDP for public consultation in late March.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)
Sent: Thursday, October 11, 2018 8:19 PM
To: Tippins, Shawn (INFC)
Subject: RE: 5-year plan

All good. I found a WT table that showed Nov IGSC will include briefing on component parts of MIDP; Jan 17 IGSC will include full briefing on draft MIDP; draft to be released for public consultation in "early 2019"

From: Faraday-Smith, Nancy (INFC)
Sent: October 11, 2018 8:11 PM
To: Tippins, Shawn (INFC)
Subject: RE: 5-year plan

Thanks. [REDACTED] I can't seem to sort out when governments will see the draft MIDP, in advance of its public release. Do you recall which happens when?

From: Tippins, Shawn (INFC)
Sent: October 11, 2018 7:46 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: 5-year plan

By Monday at the latest. Maybe earlier.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)
Sent: Thursday, October 11, 2018 7:14 PM
To: Tippins, Shawn (INFC)
Subject: 5-year plan

Do you recall when WT will be sharing the 5-year plan with governments?

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 11, 2018 8:24 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC)
Subject: Notes on WT for ADM-DM bilat
Attachments: Notes on WT for ADM-DM bilat.docx

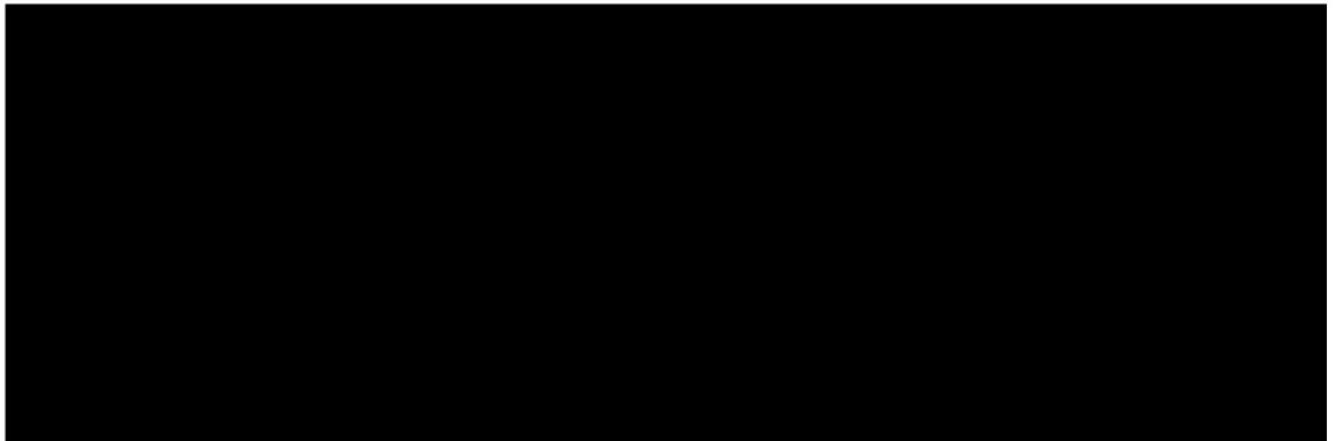
Glenn –

Please see attached an attempt to guide your any WT-related discussions at tomorrow's bilat with the DM. Hopefully this goes some way to tee-ing up the meeting with the DM on Monday that is fully dedicated to WT matters.

Nancy

BILAT WITH DEPUTY MINISTER
WATERFRONT TORONTO - KEY POINTS

- Resignation of DSAP member Saadia Muzaffar clearly triggered a lot of recent media around Quayside and Waterfront Toronto's partnership with Sidewalk Labs



- Team also just met at 11 today with Smart Cities and reps from ISED to update on shared digital/data developments; keeping these multiple threads together as part of a broader federal interest in the core issues arising out of Quayside
 - [Can debrief on Monday, including latest on ISED's National Digital and Data Consultations]



- Further to Wednesday call with City and Provincial counterparts [you previewed this to the DM], now in the process of organizing ADM tri-government meeting next week with our respective communications advisors – to map out a plan for coordination



- Other outreach underway in the lead up to November 6th IGSC:
 - Now having weekly bilat calls with Waterfront Chief Development Officer Meg Davis to keep finger on pulse of Waterfront activities
 - ADM-level tri-government conference call to be scheduled the week prior to IGSC
 - Targeting pre-IGSC DM-level call for November 5th

Mapping of Key WT-Related Upcoming Events / Milestones

Date	Event	INFC Objective	Comment
October 12	Waterfront Toronto Board meeting		
October [15]			
October 15	INFC Minister meeting with Dan Doctoroff, Sidewalk Labs		
October 18	Digital Strategy Advisory Panel (DSAP) meeting		
October 25	DM attendance at ISED-led engagement with Dan Doctoroff, Sidewalk Labs		
Late Oct / early Nov			
November 6	Inter-Governmental Steering Committee (IGSC) meeting		
December 6	Waterfront Toronto Board meeting		
January 17	IGSC meeting –		

Cariaga, Flordeliza (INFC)

From: Sidewalk Toronto <hello@sidewalktoronto.ca>
Sent: October 12, 2018 12:01 PM
To: Tippins, Shawn (INFC)
Subject: Your feedback from Roundtable 3. Plus, the Residents Reference Panel Interim Report.

[View this email in your browser](#)



(Image: David Pike / Sidewalk Toronto)

We heard what you care about

On August 14 and 15, approximately 460 people attended our third public roundtable meeting, which took place over two consecutive nights. At this meeting, we shared emerging thinking from our teams and gathered feedback, specifically around: public realm, streets, and buildings. The key themes that emerged from our conversations have been outlined in the Summary Report, which you can now read [here](#). You can also download the raw feedback data and survey results from the [documents section](#) of our website.

Our next public roundtable meeting will take place in early December. Details coming soon!



(Photo: David Pike / Sidewalk Toronto)

Our Residents Reference Panel Interim Report

In the spring, we created the Sidewalk Toronto [Residents Reference Panel](#) to help ensure that a broad representative group of Toronto residents would have the opportunity to articulate a vision for Quayside that will serve the best interests of all Torontonians. The panel, made up of 36 randomly selected residents, generously agreed to spend over 40 hours learning about the project, exploring the issues facing the Greater Toronto Area, and creating recommendations on the potential redevelopment of Quayside.

The panel has produced their recommendations in an interim report that can be read [here](#). The panel will reconvene for their final meeting in early 2019 and publish their final report soon after.



(Image: Harry Choi)

Update: Design Jams

As part of the public engagement process, we wanted to create opportunities for Torontonians to identify practical and innovative ideas that could inform the Master Innovation and Development Plan. From September 17-19, we hosted a series of workshops, called Design Jams, which allowed nearly one hundred community members and subject matter experts to work alongside our project team members to examine the following topics: vertical living, water connections, and people on wheels. Read a recap of the Design Jams [here](#).

Presentation materials from each of the workshops, along with the ideas and suggestions generated by participants, will be summarized and posted on the [Sidewalk Toronto website](#). Stay tuned!



(Image: Sidewalk Toronto)

Update: Neighbourhood Association Meetings

On October 1, we provided an update on the Quayside project to the Gooderham and Worts Neighbourhood Association, which represents the residents of Toronto's Distillery District. Following the presentation, the residents were given the opportunity to provide feedback and ask questions. Visit the Sidewalk Toronto [website](#) to see the summary notes and presentations from this and other past neighbourhood meetings.

If your neighbourhood association is interested in having project team members present at an annual meeting, please send a request to hello@sidewalktoronto.ca.



(Image: Sidewalk Toronto)

Want to be a test user for urban tech?

Digital tools are increasingly shaping our cities, and lives, but too often they are conceived, designed, and tested in a bubble. To tackle this issue, Sidewalk Labs has partnered with Code for Canada and Civic Hall Toronto to launch a civic user testing group of Torontonians who will engage in the creation of more inclusive and accessible urban tech. If you're interested in getting involved, check out the [GRIT website](#).

Mark your calendars!

As we refine our public engagement calendar, make sure to check [Sidewalk Toronto](#) for the latest details on times and locations.

- **307 open hours:** Wednesdays 6–9 p.m. and Sundays 12–6 p.m.
 - **Oct 16:** Public Talk: [The future of sustainable buildings](#)
 - **Nov 13:** Neighbourhood Meeting at Bay Cloverhill Community Association
 - **December TBC:** Public Roundtable #4. Details coming soon.
-

There are many more ways to join

There are dozens of opportunities throughout 2018 to join the Sidewalk Toronto conversation. You can read our full [public engagement plan here](#) or visit the Sidewalk Toronto [website](#) for more information. We need your help to co-create the neighbourhood of the future.



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Our mailing address is:

Sidewalk Toronto
20 Bay Street, Suite 1310
Toronto, ON M5J 2N8
Canada

[Add us to your address book](#)

Want to change how you receive these emails?

You can [update your preferences](#) or [unsubscribe from this list](#).

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 12, 2018 1:24 PM
To: Campbell, Glenn (INFC)
Subject: draft email to Meg Davis
Attachments: follow up from last week's call

As promised, though later than intended, please see attached for your consideration and onward transmission to Meg.

Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

To: Meg Davis
Cc: Faraday-Smith, Nancy (INFC)
Subject: follow up from last week's call

Hi Meg,

A large black rectangular redaction box covers the majority of the page below the greeting, starting just below the "Hi Meg," line.

Have a nice weekend,
Glenn

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 12, 2018 5:29 PM
To: Nassif, Marie-Pier (INFC)
Cc: Coffin, Erin (INFC); Matharu, Krishen (INFC); Soler, Roger (INFC); Tippins, Shawn (INFC)
Subject: FW: MinO Meeting: Waterfront Briefing for PS Mendocino
Attachments: MinO Meeting Waterfront Briefing for PS Mendocino.ics; 9.4 - Waterfront Toronto.docx

Hi Marie-Pier,

I don't believe this has come your way.

Back in early September he received a briefing on many things INFC, for which we prepared the attached one-pager on WT. This was in the September briefing binder that had been pulled together. For Tuesday's brief, we only made minor updates to this document and haven't yet sent it to DMO/MINO.

Let's touch base on Monday. Meanwhile I can suggest that you be added to the invite.

Nancy

Cariaga, Flordeliza (INFC)

Subject: MinO Meeting: Waterfront Briefing for PS Mendocino
Location: INFC CONF VC Ott-427Laurier-10-042 VC CONF INFC

Start: Tue 2018-10-16 4:30 PM
End: Tue 2018-10-16 5:00 PM

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Coordination - DMO / Coordination - CSM (INFC)

Waterfront Toronto

The Government of Canada has partnered with the City of Toronto and Province of Ontario to invest more than \$1 billion in the flood mitigation and reclamation of the Toronto waterfront. The Waterfront Toronto (WT) Corporation is managing the waterfront revitalization project on behalf of all three orders of government. This investment is allowing for the redevelopment of this vital part of the city, and for Waterfront Toronto to develop innovative partnerships around proposed initiatives to build the communities of tomorrow, such as the Quayside project involving Alphabet subsidiary Sidewalk Labs

Context

WT has a unique governance structure. As a not-for-profit entity with an independent Board of Directors established under provincial legislation in 2001, WT leads the Toronto Waterfront Revitalization Initiative (TWRI) and is responsible for overseeing operations, including hiring management and staff, and delivering on development projects. All three orders of government appoint members to its board of Directors and the Minister of Infrastructure and Communities (INFC) is responsible for appointing four federal members. The Minister of Infrastructure and Communities is responsible for federal matters relating to WT. For 2018-19 the Deputy Minister of INFC is Chair of the DM-level Inter-Governmental Steering Committee which serves as a focal point for intergovernmental management and coordination of matters related to the TWRI.

In June 2017, the federal government announced a funding contribution of \$416 million towards flood protecting Toronto's Port Lands. This includes \$32.5 million for the Cherry Street Stormwater and Lakewater project (Cherry Street) funded separately under the Clean Water and Wastewater Fund (CWWF). The Port Lands Flood Protection Project Contribution Agreement (PLFP CA) came into effect on May 1, 2018.

The PLFP project is expected to unlock 880 acres of waterfront land for future growth and development by providing critical flood protection to southeastern portions of downtown Toronto, and converting the area from underutilized, industrialized lands into accessible public and green spaces. The work will also see upgrades made to critical infrastructure including roads, bridges, and water systems. Part of the scope includes work on the Cherry Street project which will create the required land base for the larger flood protection plan by lake filling around Essroc Quay.

Work on the PLFP Project is progressing on schedule and WT has commenced site mobilization. Construction of the PLFP started on June 18, 2018 and is expected to end on March 31, 2024. The Cherry Street project is also progressing on schedule, with barges currently delivering core stone fill onsite. Work on Cherry Street is at 40% complete with substantial completion expected in June 2019.

In October 2017 WT partnered with Sidewalk Labs, a subsidiary of Google parent-company Alphabet, on "Quayside." The project aims to use a 12-acre section of Toronto's eastern waterfront to develop world-leading design and technologies to create the city of tomorrow. This would encompass a mixed-use of 'smart' community concepts, innovative building techniques, connectivity and a climate positive approach to city building.

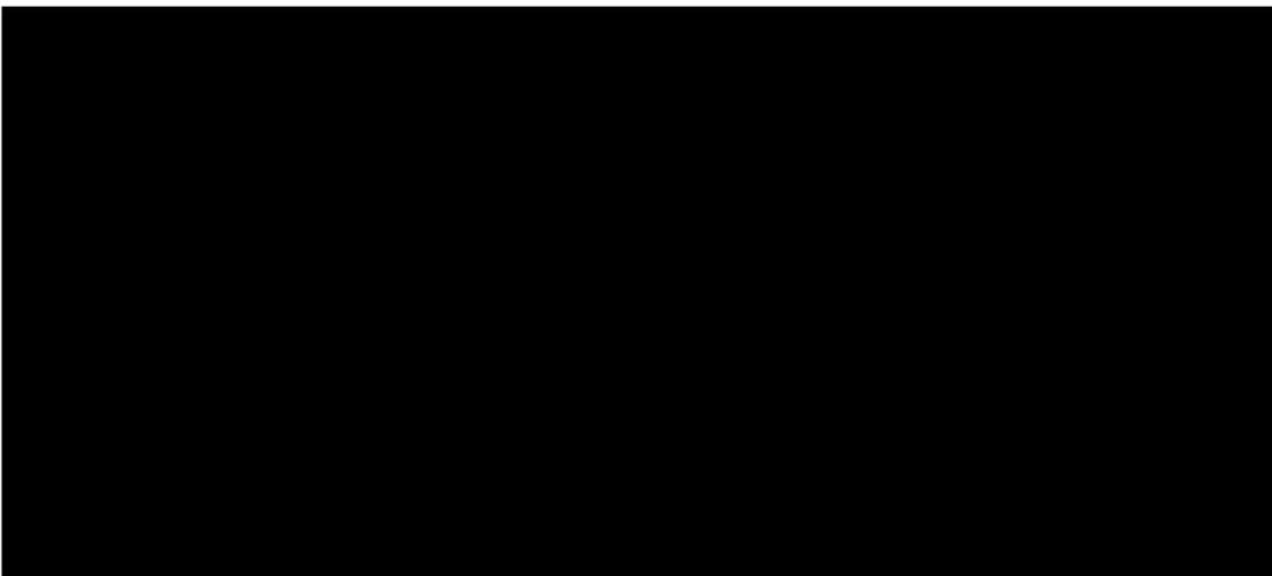
WT and Sidewalk Labs have entered into a Partnership Development Agreement (PDA). The PDA commits Sidewalk Labs to a direct funding commitment of \$50 million toward fully developing a long-term Master Innovation and Development Plan (MIDP) for Quayside, and to considering moving Google Canada's headquarters to the waterfront area as an anchor for the

urban innovation cluster. The PDA also contains a number of principles around IP, data governance and privacy, public engagement and communications, and government relations – which are intended to address public concerns in these areas. The PDA was made public on July 31, 2018 with much media attention paid to data governance and privacy questions.

The PDA is clear that Sidewalk Labs does not have any rights to the land. It will however be permitted to work with WT on the vision/planning of the larger eastern waterfront. Land valuation and disposition methodology will be negotiated over the course of the MIDP's development.

The federal government is not a funding partner in the Quayside project. Its interest in WT's engagement with Sidewalk Labs is to understand how its activities will inform Government of Canada policy development on data ownership/control, privacy and ethics. INFC acts as a portal for linking to the broader federal community on policy questions and other issues.

The Quayside project is viewed as a long-term project that would likely extend beyond WT's 25-year mandate which expires in 2028. WT's longer-term vision would be to expand Quayside technology into the Port Lands once remediated



Milestones and Next Steps

- **July 31, 2018:** Waterfront Toronto Board of Directors approved the PDA
- **August 10, 2018:** Ministerial visit to WT
- **September 6, 2018:** meeting of the Inter-Governmental Steering Committee (DM)
- **November 6, 2018:** meeting of the Inter-Governmental Steering Committee (DM)
- **January 2019:** meeting of the Inter-Governmental Steering Committee (DM)
- **April 2019:** public consultation draft of the Quayside MIDP
- **September 2019:** expected finalization of the Quayside MIDP

Cariaga, Flordeliza (INFC)

From: Shawn Tippins [REDACTED]
Sent: October 14, 2018 2:01 PM
To: Tippins, Shawn (INFC)
Subject: SWL Responsible Data Use Framework
Attachments: Sidewalk-Toronto-Responsible_Data_Use_Framework_V0.2.pdf; ATT00001.txt

https://sidewalktoronto.ca/wp-content/uploads/2018/05/Sidewalk-Toronto-Responsible_Data_Use_Framework_V0.2.pdf



Responsible Data Use Policy Framework

1 May 2018
Version 0.2



Responsible Data Use Policy Framework

Version 0.2

Sidewalk Toronto is a joint effort by Waterfront Toronto and Sidewalk Labs to create a new kind of complete community on Toronto's waterfront that combines cutting-edge technology and forward-thinking urban design to help address major challenges of urban growth, from sustainability to affordability to economic opportunity. We believe Sidewalk Toronto can provide a global model for future cities to build on.

Data has an important part to play in bringing this vision to life. First, data can power tools that improve the day-to-day operation of a neighbourhood and make it more responsive to local needs. Second, access to data can enable the community—including researchers, startups, civic organizations, and residents—to develop new tools and services for itself, creating a virtuous cycle of urban innovation.

Cities—and businesses operating in cities—have long collected data to help address challenges and provide better services, from mapping the spread of disease to fielding noise complaints via 311 to monitoring public safety with closed-circuit cameras. Often, these efforts happen in the absence of a meaningful public dialogue or policy framework, leaving people with valid concerns about the impact on their personal privacy.

So while privacy concerns around urban data are not new, we believe that Sidewalk Toronto has a unique opportunity—and a core responsibility—to innovate not just on how data will be used, but on how its use will be governed.

Process and Guiding Principles

The Sidewalk Toronto planning process will result in a “Master Innovation and Development Plan,” released at the end of 2018, that will lay out detailed programmatic plans for the waterfront. One important component of the plan will be a Responsible Data Use Policy, which will govern the collection and use of data.

To help develop this policy, and to receive guidance on a full range of issues relating to responsible data use, Sidewalk Toronto has convened a Data Governance Advisory Working Group made up of independent experts and community representatives. This group will work alongside other project advisors, including Dr. Ann Cavoukian, three-term Information and Privacy Commissioner of Ontario; Chantal Bernier, former interim Privacy Commissioner of Canada; and Waterfront Toronto’s Digital Strategy Advisory Panel.

Sidewalk Toronto’s Responsible Data Use Policy will build on the strong foundation established by Canadian privacy laws and aim to realize their spirit and content more fulsomely than any other project to date, as well as building on [recent recommendations](#) by federal and provincial Canadian privacy regulators. It will be a product of ongoing, comprehensive engagement and consultation with Canadian experts, stakeholders, and the public—a living document that evolves with the project itself.

Responsible Data Use Policy Framework

Version 0.2

Our early work with these advisors, together with feedback gathered as part of the Sidewalk Toronto public engagement process, has led to the development of a set of principles that will inform decisions on how the community's data and information is responsibly collected, stored, used, processed, and secured:

- **Beneficial purpose.** Data collection and use should be purposeful, intentional, and tightly connected to the ultimate benefit that we are striving to achieve. We will not collect data for the sake of having data.
- **Transparent.** We will be transparent about what we are collecting and why, clearly explain the intended benefit of that data use, and communicate any changes.
- **Open.** Whenever possible and without compromising personal privacy, we will seek to make the data collected as part of Sidewalk Toronto open and accessible, with the goal to enable innovation and entrepreneurship.
- **Proactive engagement.** We will proactively engage the community on data use and will continue to listen and learn from the community as we grow and develop.
- **Community trust.** We want the community to trust that our projects, products, and services are developed with its needs in mind. Having good data-handling practices and minimizing breaches of trust is therefore integral to our development process.
- **People first.** Our people-first approach to responsible data use will apply Canadian values of diversity, inclusion, and privacy as a fundamental human right.

In addition, based on work with advisory groups and public feedback, we have determined that the Responsible Data Use Policy will have four main areas of focus:

1. **Privacy** is about individual control over how personal information is collected, used, and shared.
2. **Data stewardship** is about the use, control, ownership, and storage of data.
3. **Access to data** deals with questions of how broadly and on what terms data is made available.
4. **Data security** is about protecting data and minimizing the potential for breaches.

Responsible Data Use Policy Framework

Version 0.2

Commitments and Open Questions

Our collaborative work on the first of these areas, privacy, has advanced sufficiently for us to make a number of commitments. Our work in the other areas remains in development but is being guided by some critical questions we continue to explore in consultation with the public and our expert advisory groups.

Privacy

Privacy is about individual control over how personal information is collected, used, and shared. Different rules and protections may apply to different kinds of data, depending on the extent to which individuals can be identified from the data. Sidewalk Toronto will, however, implement appropriate guidelines and policies governing the use of all data, including data that is not personal information, such as environmental data.

With respect to privacy, Sidewalk Toronto makes the following commitments:

- We will always inform individuals of how and why their personal information is being collected and used, and we will do so in a way that is proactive, clear, and easy to understand.
- We will embed data privacy into everything we do from the very start, an approach known as [Privacy by Design](#).
- If a service to which you opt in requires individual identification, you will have meaningful control over how your information is used. Otherwise, data that includes personal information will be “de-identified” by default— anonymized and designed not to trace back to any individual.
- We will seek meaningful consent from individuals and honour their choices.
- We will conduct privacy impact and threat risk assessments to help ensure that privacy and security risks are identified and adequately addressed in the design of new technologies and programs.
- We will publish summaries of the privacy implications of key initiatives in advance, as guided by the Data Governance Advisory Working Group.
- We will not sell personal information to third parties, or use it ourselves for advertising purposes.

In addition to these commitments, we continue to explore several questions related to privacy, including:

- What does “meaningful consent” look like with data collected in the public realm—for instance, with cameras located at intersections to help improve street safety?
- Are there some types of collection and uses of personal information that should never be considered?
- How can we plan to improve digital literacy so all stakeholders—including individuals, government, and companies—better understand the benefits and their choices?

Responsible Data Use Policy Framework

Version 0.2

Data Stewardship

Data stewardship is about the use, control, ownership, and storage of information. It includes considerations such as governance (who oversees decisions related to data use), data residency (where data is stored), and usage terms (how data is licensed or shared). A strong policy on data stewardship must thoughtfully balance public and individual interests.

The questions on data stewardship that we are exploring include:

- *What are some conventional approaches to data ownership in cities, and what are their strengths and weaknesses?*
- *What responsibilities come with “owning” data (such as security or infrastructure maintenance)?*
- *What are the technological, economic, and security-related advantages and disadvantages of requiring data to be stored in Canada?*
- *Are there viable innovative models of governing urban data, such as establishing a non-profit data trust that oversees decisions?*
- *If an independent entity such as a data trust were to exist, what impact might that review process have on the speed of innovation?*

Access to Data

Access to data deals with questions of how broadly and on what terms data is made available. Open access encourages participation, innovation, learning, and improvements in all aspects of public life while also discouraging lock-in around specific products or companies (including our own). To achieve that goal, Sidewalk Toronto envisions a digital platform governed by open standards, providing well-designed, well-documented, and well-supported APIs to third-party developers.

The questions on access to data that we are exploring include:

- *What processes should be used to decide what data is made public, and how can these processes address privacy and public safety concerns?*
- *How could an open data protocol for Sidewalk Toronto complement the city’s existing Open Data Catalogue?*
- *How do we encourage a vibrant startup community while making sure it uses data in ways that benefit neighbourhoods?*
- *What is the right balance to strike between making data broadly available and ensuring that entrepreneurs have the necessary incentives to set up shop and develop intellectual property as part of Sidewalk Toronto?*

Responsible Data Use Policy Framework

Version 0.2

Data Security

Data security is about protecting data and minimizing the potential for breaches. We will work with best-in-class security solutions and partners to protect data that has been collected, and require anyone who uses this platform to meet the same high standard of security. We will welcome third-party audits of our security and de-identification protocols.

The questions on data security that we are exploring include:

- *What are strategies for achieving both open digital infrastructure and best-in-class security?*
- *How do we make our systems easily auditable and transparent?*
- *How do we enforce a rigorous security policy without creating a barrier to entry for startups?*
- *What type of transparency should exist around security threats or breaches?*

Share Your Thoughts

We welcome your comments, questions, and feedback on this policy framework at one of our upcoming [Sidewalk Toronto](#) public consultation programs or via email at privacy@sidewalktoronto.ca.

Sent from my iPhone

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 15, 2018 11:19 AM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC)
Subject: RE: Talking Points for Briefing
Attachments: Talking Points for Briefing.docx

Hi Glenn –

Attached is an updated briefing tool which suggests who could lead on what topic, and where warranted also boxes out what actions IPI is taking in relation to what we're raising.

Nancy

From: Campbell, Glenn (INFC)
Sent: October 15, 2018 7:44 AM
To: Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC) ; Ladouceur3, Natalie (INFC) ; Zewede, Heywet (INFC)
Subject: Re: Talking Points for Briefing

Thanks

Let's figure out what I brief on vs you two

[REDACTED]
Any points we raised, we'll need a view as to what we will do about on our side.

Did we get time booked with Meg this week?

Glenn Campbell

[REDACTED]
613 941-0722 (w)

From: Faraday-Smith, Nancy (INFC)
Sent: Sunday, October 14, 2018 11:11 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC)
Subject: Talking Points for Briefing

Hi Glenn,

See attached a preview of suggested talking points for your briefing with the DM tomorrow on Waterfront. If you have a few mins in the morning would be good to walk through and revise/build out however best suits your needs.

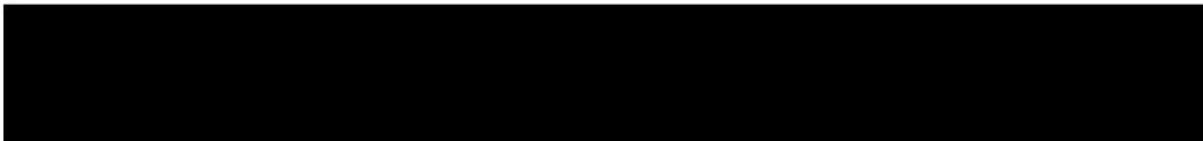
Also saved here: <G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\DM reading package>

Nancy

WATERFRONT TORONTO

DM BRIEFING

Top Lines



Saadia Muzaffar resignation letter and the DSAP - GLENN

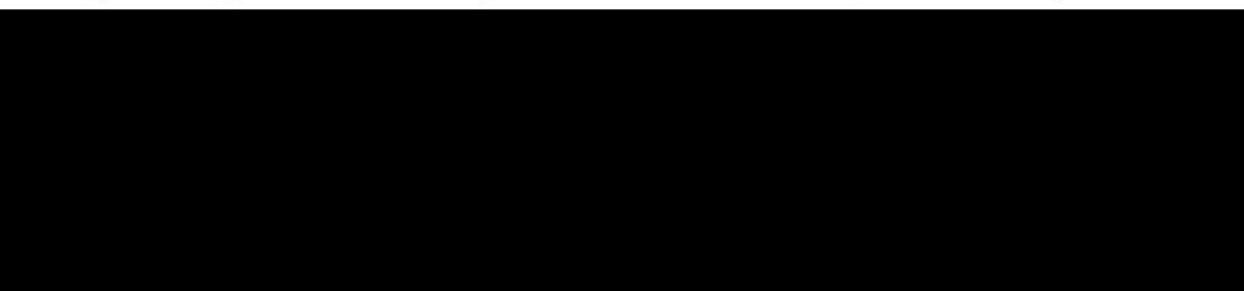
- Letter has been made public
- Critical of the partnership with Sidewalk but more focused on Waterfront itself and charge that its leadership is failing to address public concerns around data collection and governance for Quayside

Media articles - GLENN

- Initial rush of negative coverage was followed by some counter-balance



- Over coming weeks/months, media likely to closely track: DSAP meetings, release of 5-year Plan, provincial audit report and the Master Innovation and Development Plan



- Have a tri-government ADM-level call this week with our respective Comms Directors
- Comms shared a dashboard that the Bridges team produces weekly for your office. Team is going to see if and how best this could be adapted to the Waterfront context

WT Board of Directors Meeting, October 11th – NANCY/SHAWN

- Waterfront previewed a dashboard it has created to track progress of the MIDP; separately, Waterfront will be inviting feedback from governments

- Team will work with POB to review draft 5-Year plan and can come back with a summary brief, including as it relates to governance/areas of concerns; and will link with tri-government partners to exchange views on same in preparation for IGSC.

DSAP Meeting October 18th – NANCY/SHAWN

- Waterfront going ahead with DSAP meeting on October 18th (team will be attending)
- Sidewalk presenting an updated version of its Responsible Use Data Policy Framework
- [ADD HIGHLIGHTS FROM FRAMEWORK IF POSTED IN TIME]
- Framework is a key deliverable under the MIDP as one of its 12 "pillars"
- DSAP is mandated to advise Waterfront on the Framework
- Waterfront will be presenting deck on two proposed Civic Labs which will cover (1) data/digital governance on November 6th and (2) IP [DM has copy from weekend package]
- Deck proposes a series of questions for DSAP to cover during the Labs – multiple references to roles of different levels of government (e.g., what are governments considering and , what lessons from Quayside could they apply)
- Waterfront has signaled strong interest in having active federal participation at these Labs

- Team has approached ISED about lending their expertise, along with INFC, at both Civic Lab events
- We will work with Smart Cities and ISED to develop a strategy for approach and content regarding participation, calibrated to appropriate level of intervention

Mapping of Key WT-Related Upcoming Events/Milestones (INFC) - GLENN

Internal - Pre-IGSC Outreach and Coordination

- October 17th: ADM tri-government teleconference on Wednesday this week; each of our respective communications advisors will join so we can collectively map out a plan for coordination
- Week of October 29th: ADM tri-government teleconference prior to DM-level call
- November 5th: targeting DM-level call
- Weekly calls now instituted with Waterfront Chief Development Officer Meg Davis

Waterfront-Related Events

- REFER TO TABLE
- [REDACTED] Civic Lab being hosted by Waterfront on the morning of November 6th (same day as IGSC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 16, 2018 9:42 AM
To: Campbell, Glenn (INFC)
Cc: Ladouceur3, Natalie (INFC); Tippins, Shawn (INFC)
Subject: WT and SWL in the news
Attachments: Toronto Star Oct 16 SWL vows not to control data.pdf; Globe and Mail Oct 16 - SWL to relinquish control of some data.pdf; NP Oct 16 - SWL Responds to Backlash.pdf

Glenn –

WT and SWL in the news today prompted, as expected, by yesterday afternoon's release of SWL's [Digital Governance Proposals for DSAP consultations](#) on the DSAP portal. See summaries below, and full articles attached:

Toronto Star – Sidewalk Labs vows not to control data

Amid a growing controversy over data collection, control and privacy, Manhattan-based Sidewalk Labs Monday released its 41-page "Digital Governance Proposals," a draft report it hopes will quell concerns pertaining to a proposed 12-acre technology-driven neighbourhood on a parcel of land in the Queens Quay and Parliament St. area called Quayside....Stating that "no one has the right to own information" collected from Quayside and that it should be "freely and publicly available," Sidewalk Labs, a sister company of Google, called for the formation of an "independent civic data trust" to control the data indefinitely... It's not immediately clear who would sit on the governance body, or who would be responsible for pulling it together. Other questions include: who would be responsible for enforcement, whether the trust will be a repository for data and how the trust will be funded.... Bianca Wylie, co-founder of Tech Reset Canada, a group of technology experts and business people advocating for innovation for the public good, called the proposals a "desperate, panicked and rushed" move. "It's not a process for a vendor (Sidewalk Labs) to be leading and framing. Full stop."

Globe & Mail - Sidewalk Labs to relinquish control of some data from public after privacy backlash

The urban planning firm Sidewalk Labs is proposing to make data from the many sensors planted throughout a 12-acre development it wants to build on Toronto's eastern waterfront available to anyone who wants to use it....And while Sidewalk's chief executive officer, Dan Doctoroff, said in a February interview that a data trust, an independent organization that would manage the data, was under consideration, the company did not confirm that plan until Monday....Micah Lasher, Sidewalk's head of policy, said in a phone interview on Monday that the datagovernance details took so long to deliver because they were the result of "an enormous amount of complexity that we have wrestled with" for months....The new proposal did not fully satisfy critics of the Quayside project, some of whom want the data-governance details to be taken out of the company's hands. "This is a desperate, panicked and rushed move," said Bianca Wylie, an open-data advocate and co-founder of Tech Reset Canada....Sidewalk's data-governance proposal does not touch upon the creation of intellectual property (IP) or its monetization, although the company's slide deck says data monetization is not part of its business model. Mr.Lasher told The Globe an IP proposal will be presented to DSAP at a subsequent meeting. And he insisted that for any IP generated as a result of a partnership with a public entity, "the benefits of that IP should be shared between the public and private entities."

National Post – Sidewalk Labs Responds to Backlash

Sidewalk Labs is now saying that it doesn't want to own any of the data collected as part of the proposed "smart city" development at Quayside on Toronto's waterfront, and that all data should be held by an independent "Civic Data Trust.".... "None of the ideas we're presenting are fixed or final," Sidewalk Labs head of data governance Alyssa Harvey Dawson wrote in the company blog post.....The proposal comes just a few days before Waterfront Toronto Digital Strategy Advisory Panel - the body that Muzaffar resigned from in protest - is set to meet on Oct. 18.

No response as of yet from WT as to whether they had prepared a Comms package in preparation for the release.
Nancy

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Published | Publié: 2018-10-16
Received | Reçu: 2018-10-16 03:57 (EST)



Toronto Star | News | A2

Sidewalk Labs vows not to control data

Google sister firm wants independent public trust to control resident data

Donovan Vincent Housing Reporter

Sidewalk Labs is promising it won't control data collected in the public spaces of a "**smart city**" proposed for **Toronto's** waterfront - and says it wants to see a public trust created to take charge of such data.

Amid a growing controversy over data collection, control and privacy, Manhattan-based Sidewalk Labs Monday released its 41-page "Digital Governance Proposals," a draft report it hopes will quell concerns pertaining to a proposed 12-acre technology-driven neighbourhood on a parcel of land in the Queens Quay and Parliament St. area called **Quayside**.

Stating that "no one has the right to own information" collected from **Quayside** and that it should be "freely and publicly available," Sidewalk Labs, a sister company of Google, called for the formation of an "independent civic data trust" to control the data indefinitely.

It's not immediately clear who would sit on the governance body, or who would be responsible for pulling it together.

Other questions include: who would be responsible for enforcement, whether the trust will be a repository for data and how the trust will be funded.

Critics have sounded alarm bells that so-called urban data - information collected about people in areas such as lobbies, streets, plazas, parks and open spaces near Sidewalk Labs' mostly residential development - should be in the hands of government, rather than a large, profit-driven U.S. company.

Concerns have been raised that the collection of data at the **Toronto** development will amount to "mass surveillance" without proper safeguards in place.

In the draft report, Sidewalk says the monetization of data will not be part of its business model, adding it has committed not to sell personal information or use it for advertising.

Earlier this month, tech expert Saadia Muzaffar, a member of the digital strategy advisory panel to **Waterfront Toronto**, which is partnering with Sidewalk Labs on the project, resigned citing concerns about the lack of safeguards in place to protect the "data and digital infrastructure" pertaining to the project.

Sidewalk Labs said in order to protect privacy, any group or business entity proposing to collect or use urban data, including Sidewalk Labs itself, would first have to file a "responsible data impact assessment" with the trust.

During this assessment process, the data trust would evaluate the reason for the data collection, the parties involved, the impact and risks of the data collection, and whether innovation will be spurred.

A risk assessment and application to the data trust would be mandatory in cases where devices - such as thermostats, home security cameras or sensors - are installed by a landlord or builder, but those parties could "self-certify" if they follow guidelines and provide an opt-out for residents, Sidewalk's report says.

Such trusts exist in other cities such as Barcelona, Spain, where data is pooled into a central repository and managed by a trusted intermediary.

The company also pledged to use "open standards" for any digital infrastructure and services it provides - so anyone can plug in or compete.

Sidewalk's draft proposals will be presented to Thursday's meeting of the digital strategy advisory panel, Lasher said.

Bianca Wylie, co-founder of Tech Reset Canada, a group of technology experts and business people advocating for innovation for the public good, called the proposals a "desperate, panicked and rushed" move. "It's not a process for a vendor (Sidewalk

Labs) to be leading and framing. Full stop."

Sidewalk Labs and **Waterfront Toronto** are working on a master plan for the **Quayside** project, expected early next year.

Photo: Sidewalk Labs is working with **Waterfront Toronto** on the **Quayside** project, a proposed 12-acre technology-driven hub. Sidewalk Labs

2018 Toronto Star (ON)

Published | Publié: 2018-10-16
Received | Reçu: 2018-10-16 02:49 (EST)

Sidewalk Labs to relinquish control of some data from public after privacy backlash

Josh O'kane

The urban planning firm Sidewalk Labs is proposing to make data from the many sensors planted throughout a 12-acre development it wants to build on Toronto's eastern waterfront available to anyone who wants to use it.

Sidewalk, a subsidiary of Google parent Alphabet Inc., is developing the project known as **Quayside** in conjunction with **Waterfront Toronto**, an agency representing all three levels of government. Sidewalk announced its plans in a blog post and slide deck on Monday after months of criticism from Canadian technology executives and open-data advocates who feared that the tech giant would gain the most from the potential innovations that could arise from the data. As officials from all levels of government try to promote Canada as tech-friendly, the lack of information on who would own and manage data generated by the community has frustrated homegrown innovators.

And while Sidewalk's chief executive officer, Dan Doctoroff, said in a February interview that a data trust, an independent organization that would manage the data, was under consideration, the company did not confirm that plan until Monday.

What Sidewalk is calling the Civic Data Trust would strip identifying information from data generated by people living in, working in and visiting the community.

It would do so while allowing people and companies access it for free to study and use to develop innovations. Two examples of data that could be managed by the trust, Sidewalk said, were pedestrian counters and air quality sensors that did not collect identifying information. Identifiable data about a person collected with their consent, such as through an app on public WiFi, would not fall into that category.

Micah Lasher, Sidewalk's head of policy, said in a phone interview on Monday that the datagovernance details took so long to deliver because they were the result of "an enormous amount of complexity that we have wrestled with" for months.

But throughout the process of developing the proposal with **Waterfront Toronto**, he said, "you'll see an emphasis on creating an ecosystem where many players, particularly Canadian startups, would be able to and want to come and innovate. ... What we advanced today, we believe, puts that aspiration into practice through a commitment to open standards in all of the technology that Sidewalk Labs would develop in this place. And we would hope that open standards are taken up by everyone else innovating in this place."

The new proposal did not fully satisfy critics of the **Quayside** project, some of whom want the data-governance details to be taken out of the company's hands. "This is a desperate, panicked and rushed move," said Bianca Wylie, an open-data advocate and co-founder of Tech Reset Canada.

The proposal will be presented to **Waterfront Toronto's** digitalstrategy advisory panel (DSAP) on Thursday - at a moment when tensions among its members are heightened. Two members of that panel, the venture-capitalist John Ruffolo and entrepreneur Saadia Muzaffar, resigned in recent months in frustration over how the project was unfolding.

"The DSAP was created to provide **Waterfront Toronto** with expert advice on a range of digital governance matters, including data privacy, digital systems, and the safe and ethical use of new technologies, and we look forward to their assessment of Sidewalk's proposal," **Waterfront Toronto** spokeswoman Carol Webb said in an e-mail.

Sidewalk says the trust would be guided by a charter and managed independently from the company. Those who seek to collect or use the data - Sidewalk included - would be required to file a responsible-data impact assessment with the trust. This system would build on the privacy impact assessments in the European Union's General Data Protection Regulation, the company says. It would require potential collectors and users of Quaysidegenerated data to describe the purpose for collecting it, the kind of data required, the impact on persons and the broader community, and a risk-benefit analysis.

These assessments would be made public, Sidewalk said.

Sidewalk's data-governance proposal does not touch upon the creation of intellectual property (IP) or its monetization,

although the company's slide deck says data monetization is not part of its business model. Mr.Lasher told The Globe an IP proposal will be presented to DSAP at a subsequent meeting. And he insisted that for any IP generated as a result of a partnership with a public entity, "the benefits of that IP should be shared between the public and private entities."

Sidewalk's proposal said **Quayside** data would not necessarily be stored in Canada, which Ontario law does not require, but be protected through contractual agreements and mechanisms such as encryption.

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Received | Reçu: 2018-10-16 01:21 (EST)

NATIONAL POST

National Post | FINANCIAL POST | FP10

Sidewalk Labs responds to backlash Privacy Concerns

James Mcleod

Sidewalk Labs is now saying that it doesn't want to own any of the data collected as part of the proposed "smart city" development at **Quayside** on **Toronto's** waterfront, and that all data should be held by an independent "Civic Data Trust."

In a blog post published Monday, Sidewalk **Toronto** said that they are proposing that the company will have no special access to the data collected, and anybody doing urban data collection in the **Quayside** development should have to file a publicly available Responsible Data Impact Assessment with the Civic Data Trust.

"None of the ideas we're presenting are fixed or final," Sidewalk Labs head of data governance Alyssa Harvey Dawson wrote in the company blog post.

"They are, however, consistent with our long-standing goal of setting a new standard for responsible data use that protects personal privacy and the public interest while enabling companies, researchers, innovators, governments, and civic organizations to improve urban life using urban data."

In the last couple months, the New York-based Sidewalk Labs, which is owned by Google parent company Alphabet, has faced mounting criticism surrounding its proposed development on **Toronto's** eastern waterfront.

In early October Saadia Muzaffar, founder of Tech-Girls Canada, resigned from the Digital Strategy Advisory Panel formed by **Waterfront Toronto**, the **federal-provincial-municipal** agency that is redeveloping **Toronto's** waterfront, and working with Sidewalk Labs on the **Quayside** project. Muzaffar said she resigned due to "apathy and a lack of leadership regarding shaky public trust" according to a copy of her resignation letter obtained by The Canadian Press.

The proposal comes just a few days before **Waterfront Toronto** Digital Strategy Advisory Panel - the body that Muzaffar resigned from in protest - is set to meet on Oct. 18.

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 16, 2018 10:33 AM
To: Schaan, Mark (IC)
Cc: Tippins, Shawn (INFC); Taillefer, Charles (IC); Paterson, Jill (IC); Haddad, Kristen (IC)
Subject: RE: Sidewalk Labs releases Digital Governance Proposals
Attachments: 04 - Civic Labs.pdf

[REDACTED]

First a correction or clarification:

- WT is hosting two “**Civic Labs**” in Toronto next month. These are public engagements that will help inform work of the DSAP. The first, on November 6th, will focus on WT’s role in Quayside and Digital Principles (including Cyber Ethics and Privacy). Of note, WT is looking to invite Alex Benay to present at this session. The second Lab, scheduled for **November 22nd**, **will focus on IP**. A third public roundtable will take place in December (date TBD).
- DSAP will meet next on December 13th, which is presumably when SWL will present its own proposals re: IP to the expert panel.

The attached deck is worth a review by your team. See in particular page 7 where a list of Key Points to Cover makes multiple references to consider the role of governments.

N

From: Schaan, Mark (IC)
Sent: October 16, 2018 10:06 AM
To: Faraday-Smith, Nancy (INFC) ; Tremblay, Jenny (INFC) ; Poirier2, Eric (INFC) ; Aizlewood, Amanda (INFC) ; Taillefer, Charles (IC) ; Paterson, Jill (IC) ; Haddad, Kristen (IC)
Cc: Lynch, Erin (IC) ; Tippins, Shawn (INFC) ; Stan, Mandy (IC) ; Stokes, Laura (IC) ; Leung2, Derek (IC) ; Parmenter, Ryan (IC) ; Tessier, Denis (IC) ; Hobbs, Joshua (INFC)
Subject: RE: Sidewalk Labs releases Digital Governance Proposals

Thanks for this, Nancy. We got the heads-up from our MINO that this was coming. [REDACTED]

[REDACTED] On the IP piece, happy to discuss. Do we have a sense of timing on that?

Certainly happy to work together as this continues. Thanks,

m.

Mark Schaan

Director General, Marketplace Framework Policy Branch
Innovation, Science and Economic Development Canada (ISED) / Government of Canada
mark.schaan@canada.ca / Tel: 343-291-3700 / C : [REDACTED]

Directeur général, Direction générale des politiques-cadres du marché
Innovation, Sciences et Développement économique Canada (ISDE) / Gouvernement du Canada
mark.schaan@canada.ca / Tel: 343-291-3700 / C : [REDACTED]

From: Faraday-Smith, Nancy (INFC)

Sent: October-16-18 10:03 AM

To: Tremblay, Jenny (INFC); Poirier2, Eric (INFC); Aizlewood, Amanda (INFC); Taillefer, Charles (IC); Paterson, Jill (IC); Haddad, Kristen (IC)

Cc: Lynch, Erin (IC); Tippins, Shawn (INFC); Stan, Mandy (IC); Schaan, Mark (IC); Stokes, Laura (IC); Leung2, Derek (IC); Parmenter, Ryan (IC); Tessier, Denis (IC); Hobbs, Joshua (INFC)

Subject: Sidewalk Labs releases Digital Governance Proposals

All –

For interest and awareness, yesterday afternoon Sidewalk Labs shared its Digital Governance Proposals with Waterfront Toronto. The (14MB!) deck, which is publicly available online here: [Digital Governance Proposals for DSAP consultations](#), will be presented to the Digital Strategy Advisory Panel (DSAP) on Thursday. As you may have seen, this has resulted in media attention this morning.

[REDACTED] so by way of a very high-level summary it's worth flagging the four key components of a framework for digital governance that SWL is proposing for Quayside:

1. **Responsible Data Use (RDU) Guidelines** – application of the guidelines to all parties in Quayside, not just SWL, to put personal privacy and the public good first while fostering innovation
2. **Civic Data Trust** – an independent entity to control, manage and make publicly accessible all data that could reasonably be considered a public asset....move away from entities, including SWL, solely owning and controlling these assets
3. **Responsible Data Impact Assessment (RDIA)** – all entities proposing to collect or use urban data, including SWL, will have to file an RDIA with the Trust that is publicly available and reviewable
4. **Open Standards** – SWL will base its technology on open standards....so anyone can plug in or compete

I'm sure there are others but here are just a couple of notable elements:

- Slide 30: "SWL will not create a centralized, monolithic platform. Rather, we will work with partners to create an open architecture – one that enables and encourages collaboration and experimentation."
- Slide 35: nod to protection of data in accordance to Canadian law but "...SWL does not believe that it is sensible to impose a data localization requirement for innovators in Quayside."

Finally, for my Marketplace Frameworks colleagues at ISED, the data governance proposal **does not touch on IP creation specifically**. Rather, a separate IP proposal will be presented to DSAP at their December meeting. We should touch base in the lead up and consider whether someone from ISED should come to Toronto with Shawn and I.

Let me know if you have any questions,

Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 17, 2018 10:23 AM
To: Tippins, Shawn (INFC)
Subject: Talking Points for PS Briefing
Attachments: Talking Points for PS Briefing.docx

First cut....also saved here.

<G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\PS Briefing on WT\Talking Points for PS Briefing.docx>

WATERFRONT TORONTO
PS BRIEFING

- Federal government is supportive of the Toronto Waterfront Development Initiative
- Waterfront Toronto:
 - established to implement the development initiative
 - an arms-length government agency
 - all three orders of government play a governance and oversight role through the Inter-Governmental Steering Committee, currently chaired by INFC DM
- Many positives to the initiative:
 - investment in the Portlands flood remediation will create significant development opportunities
 - Quayside development an exciting and ambitious project to promote innovation and advanced urban planning- opportunity for Canada to be a leader on smart cities
- Sidewalk Labs/ Waterfront Toronto Partnership (Quayside):
 - Federal government not a party to bilateral agreement
 - INFC working closely with Waterfront and all orders of government to ensure proposals balance innovation with public interest and public trust
 - Important to note that Sidewalk only has rights to develop a Plan (the Master Innovation and Development Plan)
 - no land has been signed over under the agreement
 - Waterfront and all three orders of government must approve the Master Development Plan prior to implementation
- Recent media coverage
 - Initial rush of negative coverage was followed by some counter-balance
 - All governments pushing Waterfront to ramp up public relations/communications efforts

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 17, 2018 11:30 AM
To: Brett Howell; Nassif, Marie-Pier (INFC); Tippins, Shawn (INFC); Coffin, Erin (INFC); Matharu, Krishen (INFC); 'Wendy.Ren@ontario.ca'; 'Whitehead, Cam (MOI)'; 'Manning, Catalina (MOI)'; 'Alexandra.Schaffhauser@ontario.ca'; Sandra Rodriguez; Jay Paleja; David Stonehouse; Mike Yu
Subject: RE: TWG +WT Agenda - Oct. 18

Thanks Brett. I see that Ed and Meg received an invitation for the full hour. Perhaps Andrea should resend a revised invite to WT with the latter half of the agenda as follows

12:00 to 12:30pm – Waterfront Toronto Joins Meeting

1 Quayside

- DSAP and Data Issues
- Review Panel
- Dashboard
- MIDP
- Critical Path

2. Waterfront MOU/Accord Update

3. Waterfront 5-Year Long Term Plan

4. IGSC Meetings

- November 6th
- Timing for 2019 Meetings

5. Next Steps / Other Business

From: Brett Howell [mailto:████████@toronto.ca]

Sent: October 17, 2018 10:53 AM

To: Faraday-Smith, Nancy (INFC) ; Nassif, Marie-Pier (INFC) ; Tippins, Shawn (INFC) ; Coffin, Erin (INFC) ; Matharu, Krishen (INFC) ; 'Wendy.Ren@ontario.ca' ; 'Whitehead, Cam (MOI)' ; 'Manning, Catalina (MOI)' ; 'Alexandra.Schaffhauser@ontario.ca' ; Sandra Rodriguez ; Jay Paleja ; David Stonehouse ; Mike Yu

Subject: RE: TWG +WT Agenda - Oct. 18

Attached is the revised TWG + WT Agenda taking into consideration Thursday's date and Nancy's request to highlight the DSAP component of Quayside.

Thanks,

Brett Howell MCIP, RPP

Technical Coordinator

Waterfront Secretariat, City Planning Division

12th Floor East Tower, Toronto City Hall

100 Queen Street West | Toronto, ON | M5H 2N2

T: [REDACTED] | F: 416-392-8805

E: [REDACTED] @toronto.ca

From: Brett Howell

Sent: October 11, 2018 4:52 PM

To: 'Nancy.Faraday-Smith@canada.ca' <Nancy.Faraday-Smith@canada.ca>; 'Nassif, Marie-Pier (INFC)' <marie-pier.nassif@canada.ca>; 'Tippins, Shawn (INFC)' <shawn.tippins@canada.ca>; 'erin.coffin@canada.ca' <erin.coffin@canada.ca>; Matharu, Krishen (INFC) <krishen.matharu@canada.ca>; 'Wendy.Ren@ontario.ca' <Wendy.Ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; 'Manning, Catalina (MOI)' <Catalina.Manning@ontario.ca>; 'Alexandra.Schaffhauser@ontario.ca' <Alexandra.Schaffhauser@ontario.ca>; Sandra Rodriguez <Sandra.Rodriguez@toronto.ca>; Jay Paleja <Jay.Paleja@toronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Mike Yu <Mike.Yu@toronto.ca>

Subject: TWG +WT Agenda - Oct. 16

Assuming the meeting date for the TWG + WT remains on October 16th, please find attached the draft agenda.

I am out of the office tomorrow [REDACTED] so I will make any changes to the agenda on Monday.

Cheers,

Brett Howell MCIP, RPP

Technical Coordinator

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Toronto Waterfront Tri-Government Working Group
Tuesday October 16, 2018
Conference Call
11:00am to 12:00pm

Agenda

11:00 to 11:30am – Government Partners

1. Introductions
2. Quayside Update
3. Waterfront MOU/Accord Update
4. Audit Update
5. Flood Protection Update

11:30 to 12:00pm – Waterfront Toronto Joins Meeting

6. Quayside
 - Review Panel
 - Dashboard
 - MIDP
 - Critical Path
 - Data Issues
7. Waterfront MOU/Accord Update
8. Waterfront 5-Year Long Term Plan
9. IGSC Meetings
 - November 6th
 - Timing for 2019 Meetings
10. Next Steps / Other Business

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 18, 2018 4:13 PM
To: Tippins, Shawn (INFC)
Subject: Fw: Pre-DSAP update

Fyi

From: Faraday-Smith, Nancy (INFC)
Sent: Thursday, October 18, 2018 3:57 PM
To: Gillis, Kelly (INFC); Campbell, Glenn (INFC)
Subject: RE: Pre-DSAP update

Meeting is about to wrap up. [REDACTED]

Lots of commentary on the specifics but a very quick sense of take-aways are (1) panel generally favourable towards idea of a data trust but have many questions and don't want this to be the only solution considered; (2) they like the idea of piloting a data-related part of the proposal to give public a tangible sense of what this project will mean for them; (3) more time is needed to develop a credible MIDP, challenging an early 2019 timeline to finalize a draft [REDACTED] (4) regarding SWL recommendation that a data localization requirement not be imposed, panel went the opposite way and some would like to see WT stipulate that housing data in Canada is a pre-requisite for moving forward with project.

Several commented that governments have been absent so far on the question of privacy and data governance.

[REDACTED] Shawn and I will combine our notes and will be happy to debrief in more detail tomorrow or early next week.

From: Gillis, Kelly (INFC)
Sent: October 18, 2018 3:12 PM
To: Faraday-Smith, Nancy (INFC) ; Campbell, Glenn (INFC)
Subject: Re: Pre-DSAP update

Great - good start.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)

Sent: Thursday, October 18, 2018 2:11 PM

To: Gillis, Kelly (INFC); Campbell, Glenn (INFC)

Subject: RE: Pre-DSAP update

So far so good. SWL just starting its presentation now. Opening remarks by Acting DSAP Chair, Michael Geist, were quite good in emphasizing important role panel has to play [REDACTED]

[REDACTED]

From: Gillis, Kelly (INFC)
Sent: October 18, 2018 2:05 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Campbell, Glenn (INFC) <glenncampbell@canada.ca>
Subject: Re: Pre-DSAP update

Ok thanks [REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)
Sent: Thursday, October 18, 2018 12:53 PM
To: Campbell, Glenn (INFC); Gillis, Kelly (INFC)
Subject: Pre-DSAP update

[REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 19, 2018 7:53 AM
To: 'Ren, Wendy (MOI)'; Tippins, Shawn (INFC); David Stonehouse; 'Brett Howell'
Subject: RE: Final WT update @4 pm

Thanks Wendy - that's a good capture of what was discussed.

-----Original Message-----

From: Ren, Wendy (MOI) [mailto:Wendy.Ren@ontario.ca]
Sent: October 19, 2018 7:30 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; 'Brett Howell' [REDACTED]@toronto.ca>
Subject: FW: Final WT update @4 pm

Hi

Please see e-mail chain below. It includes detailed notes and my high level observations.

I know you guys are in the room. Just want to send our notes to help.

Let me know if we missed important information.

Thanks

Wendy

Sent with BlackBerry Work
(www.blackberry.com)

From: Ren, Wendy (MOI) <Wendy.Ren@ontario.ca<mailto:Wendy.Ren@ontario.ca>>
Date: Thursday, Oct 18, 2018, 5:11 PM
To: Till, Larry (MOI) [REDACTED]@ontario.ca<mailto:[REDACTED]@ontario.ca>, Northey, James (MOI) <James.Northey@ontario.ca<mailto:James.Northey@ontario.ca>>, Leonard, Devyn (MOI) <Devyn.Leonard@ontario.ca<mailto:Devyn.Leonard@ontario.ca>>, Redish, Adam (MOI) <Adam.Redish@ontario.ca<mailto:Adam.Redish@ontario.ca>>
Cc: Linden, Robert (MOI) <Robert.Linden@ontario.ca<mailto:Robert.Linden@ontario.ca>>, MacGillivray, Lauren (MOI) <Lauren.MacGillivray@ontario.ca<mailto:Lauren.MacGillivray@ontario.ca>>, Sousa-Dias, Sofia (MOI) <Sofia.Sousa-Dias@ontario.ca<mailto:Sofia.Sousa-Dias@ontario.ca>>, Eubanks, Lenni (MOI/MSAA) <Lenni.Eubanks@ontario.ca<mailto:Lenni.Eubanks@ontario.ca>>, Manning, Catalina (MOI) <Catalina.Manning@ontario.ca<mailto:Catalina.Manning@ontario.ca>>, Lena, Arta (MOI) [REDACTED]@ontario.ca<mailto:[REDACTED]@ontario.ca>>
Subject: RE: Final WT update @4 pm

In addition to detailed notes (thanks to Cata), here is my observation:

1. Much positive tone although there are some negative comments in the room:
- appreciate WT now recognizes that WT will take a stronger leadership role

- Appreciate SWL finally came to bring data issues for discussion

2. Common themes they agreed:

- data should stay in Canada
- better education (program/information) for general public about data privacy and governance

3. Some significant concerns

- SWL's proposal is too high level without tangible information. It is a challenge for them to understand the exact model SWL proposed

4. Discussion related to government:

- governments are invisible in the discussion of the matters
- need to better understand what are Feds/provincial regulations on data privacy/governance issues - recognizing this is a new area and needs a lot of work

5. For next step

- question themselves how to provide meaningful advice
- want to push timeline later of MIDP in order to develop tangible advice to influence MIDP development

Please let me know if you have questions.

Thanks

Wendy

Sent with BlackBerry Work

(www.blackberry.com)

From: Till, Larry (MOI) [REDACTED]@ontario.ca<mailto:[REDACTED]@ontario.ca>>

Date: Thursday, Oct 18, 2018, 4:14 PM

To: Northey, James (MOI) <James.Northey@ontario.ca<mailto:James.Northey@ontario.ca>>, Leonard, Devyn (MOI)

<Devyn.Leonard@ontario.ca<mailto:Devyn.Leonard@ontario.ca>>, Ren, Wendy (MOI)

<Wendy.Ren@ontario.ca<mailto:Wendy.Ren@ontario.ca>>, Redish, Adam (MOI)

<Adam.Redish@ontario.ca<mailto:Adam.Redish@ontario.ca>>

Cc: Linden, Robert (MOI) <Robert.Linden@ontario.ca<mailto:Robert.Linden@ontario.ca>>, MacGillivray, Lauren (MOI)

<Lauren.MacGillivray@ontario.ca<mailto:Lauren.MacGillivray@ontario.ca>>, Sousa-Dias, Sofia (MOI) <Sofia.Sousa-Dias@ontario.ca<mailto:Sofia.Sousa-Dias@ontario.ca>>, Eubanks, Lenni (MOI/MSAA)

<Lenni.Eubanks@ontario.ca<mailto:Lenni.Eubanks@ontario.ca>>, Manning, Catalina (MOI)

<Catalina.Manning@ontario.ca<mailto:Catalina.Manning@ontario.ca>>, Lena, Arta (MOI)

[REDACTED]@ontario.ca<mailto:[REDACTED]@ontario.ca>>

Subject: Final WT update @4 pm

With thanks to the IPD team for their diligent and comprehensive reporting. One new media clip<<https://www.canadianmanufacturing.com/technology/sidewalk-labs-ceo-says-vast-majority-of-privacy-questions-have-been-answered-220960/>> added from CanadianManufacturing.com (via Canadian Press).

Member mentions the issue of identification. Individuals may be abusing data and they may be unintended consequences. Thinking that the government could manage the data trust but also the unintended consequences of it.

Chair focus on the issue of data localization he thinks data should resign in Canada. This crystallizes number of issues such as: sensitivity of data which may reduce cluster, pro- business. Governments have established data localization which are protected but important to also consider other aspects not only regulations/ legislation. Not clear why WT couldn't say data localization is a must. Consultation should have been made regarding this including First Nations consultation on data sovereignty. If we are going to ensure that consultations are going to be focus on the public then

time needs to be considered. Another aspect is seeing this a business issue, not only considering that this is a community issue. Chair is focusing on next steps, including processes and how to operationalize it so that people can see it.

Members like the idea at scale, doing something that people can see instead of an abstract idea.

Chair suggested that detail notes on the DSAP meeting will be submitted for future comments.

Member mentions that a regroup after submitting notes will be needed but more importantly a work plan to move forward that deal with topics as a whole. The work plan is dependent on the overall MIDP timing.

Member mentions that panel is operating on multiple issues policy and others perhaps focusing on more tangible things, more specific so that serious conversation can happen. Another comment on data localization is home land security.

Member says is important to come up with a process which is the major item for this meeting. The focus would be on how to conduct itself and push back on the timing on MIDP. What would be a reasonable time table to develop a framework on governance issues that could inform the MIDP in an effort to actually inform it. Interest of all parties to extend the MIDP timeline to have a fruitful discussion.

Member ask chair if it would be helpful to organize a subcommittee. Next step would be the creation of the subcommittee to have more specific conversation on issues.

Chair closing remarks - appreciate members' positive attitude.

Larry Till
 Strategic Communications Advisor
 Communications Branch, Ministry of Infrastructure
 777 Bay St., Toronto, 4th Fl.
 [REDACTED]

Ontario.ca/infrastructure<ontario.ca/infrastructure>
 [small twitter]<<http://www.twitter.com/ONinfra>>[small linkedin]<<http://www.linkedin.com/company/ontario-ministry-of-infrastructure>>[glyph logo colour_sized for email]<<https://www.instagram.com/oninfrastructure/>>
 [OPSP_logo-small.2]

In room update @3:40

SWL recognizes that there may be situation for a variety of reasons that others may want to collect both personal info of urban data and public. SWL explains that their proposal is to comply with regulations and laws as well as setting the data trust that provides for more protection- the proposal does not include cc cameras.

Panel member questions that what is the idea about the collection of information how would it be used. SWL mentions that they will rely in laws to ensure the process to collect data comply with it as well as rely on data trust to ensure people have a good understanding of the usage of data. For instance an autonomous vehicle needs to have your location to be picked up, you just need to provide location not necessarily who you are. Instead of sharing identify then sharing something that allows to get the service that you are requesting.

Panel member question regarding the operationalization of this, for instance, real time. Data trust how can it be successful.

Each panel member got 5 min to talk about their views.

Panel member data legalization, is there a means or contracts

Argument about resilience is a weak. Under the PDA the province has outlined the legislation which provides for protection. Understanding that data from here to the federal government and then to the US. He thinks the civic trust refers to limitation of the trust to only deal with urban data which is the least concern. Reference a meeting that was cancelled mysteriously back in September. He believes that it has to do with the new technology SWL developed back then- he insists that it could have been a good opportunity to have that type of conversation.

Panel struggles to understand why can't they ask the public thinks about civic data. It is good they are considering the civic data but understanding what the public view is on it and have a more structure consultation for this discussion. Understanding that there is a broader ecosystem which is not only this project... another issue is how is the indigenous people being considered and consulted regarding the civic data. The last concern is who is paying for it. Lastly recognizing that WT has done lots of innovative things such as the revitalization of the Queenkay.

Panel member recognizes WT initiative but encourages, WT to have a stronger leadership now. Consider private sector role when using the data trust and ensuring appropriate business models are in place. The other point is significant economic point here, important to consider who benefits from this data collection, is it Canada? Important to have time to be intentional on what Canada is giving up when undertaking this.

Panel member mentions that is important for WT to consider their role and how they are dealing with SWL to avoid the discussion about they being biased with SWL when they were selected.

Member mentions that WT is representing the public interest therefore it is important for WT to explain better what that is. Starting by having more of a public discussion in a bigger space instead of crowders - moving conversation out of this space to a bigger one. Member recognizes that is great that SWL is proposing policy but It is important to know what is the legislative framework therefore important to consider these before moving forward to develop standards. Think about how other issues and how data trust would work with it (ie monetizing data).

Member says that perhaps there hasn't been a good job articulating what data is and it is challenging until the proposal is done. That is why it is important to even share case studies to better understand what does it mean and understand the impact. Important to take a look at the federal smart city challenge which was focus on solving the problem .. what value exchange looks like and move conversation quicker when those components are presented.

Member says is important think about use of data and its value. She also question decision authority and legalization and understanding the framework for the data trust. Consider the issue of education on these issues to better understand the matter. Three levels of government are at the table and understanding what they are doing from a regulatory perspective including ownership and accountability and recognizing that data has a life cycle. She was thankful for SWL sharing those examples regarding smart environment.

Member mentions that it is important to recognize the value and risk with this. Important to show something tangible about what is meant so that risk can be mitigated. Perhaps let's build the room before building the house. Allow the public to see something tangible to understand how they feel.

Member reiterated the issue about the timeline and how it needs to be articulated to understand that in order to provide advice more time is needed. Regarding WT and governments are surprisingly invisible in the conversation. Member would like to see an inventory and overview of different categories that would be collected not only subset of urban data. Privacy is only one of the many issues others include ownership these need to be part of the conversation. Another issue is the role of the private sector and how private data can be collected in an apartment building and the process about how is that being shared. Urban data is linked to geography and how this links to technology having a better understanding of specific categories to understand what it means. Privacy and access regime is another issue and how data from public space will be collected (public parks versus shops). Is the trust going to have a regulatory body and if so why the trust is not a government body?

More to come...

In room update @ 2:50

SWL member/ policy reference the panel concerns regarding timing and acknowledges their concerns on it. He also acknowledges that in an effort to be transparent they have published their ideas for the project and their hope is to get people to comfortable with it including the issue of urban data. He mentions that they are sharing their progress as they go. In December, SWL is hoping that principles could be articulated in more detail for issues such as timber construction as it is an important part of the proposal as well as, some of the thoughts on digital governance.

Panel member mentions that data ownership and need to stay in Canada and asks SWL how they will “localize” data to ensure it get stores in. SWL mentions that there are no laws that allow/ support that localization of data. There are technical mitigation to this for instance data encrypted which ensure more protection of data. On another hand, when building a resilient system such as the one proposed for this project, it is important to note the connectivity with other areas.

Panel member question about data trust and what were SWL thoughts on it to get to it. SWL looked at examples around the world including Barcelona who has a data trust. The other example was UK which is a more regulatory issue. Each jurisdiction has a different point of view into what data trust is for. Some of the consideration for data trust were also auditing and enforcement to ensure management/ protection. In conclusion, SWL mentions that yes they looked into other examples and clarifies that data trust proposal would have some type of reinforcing authority for instance collection and its restrictions on how to do it. Also important to note that there would be an ability to impact if the restrictions are not followed.

More to come...

Second update from WT meeting:

In room update @ 2:45

SWL presentation Digital Governance Proposal by one of the legal people

“Head of data governance Allyssa Harvey from SWL mentions that it is important to understand that policy and direction is coming from the “private”sector (huge mistake as she meant public sector)

Slide 13- important to have an independent entity whose responsibility was to protect the public interest . The idea was to set a mechanism where data was overseen by that entity. Also mentioned that data will be obtained from physical environment only and understanding that these may need to comply with policy/ regulations. Setting the data trust to do this and ensure that it protects the public . How can the data trust promote innovation and also access different data sources. Important that trust would be applicable to all entities.

Recognition about urban data and the sensitivity as not knowing how it is being used. SWL can't necessarily address all of that but ensure major concerns can be considered. Acknowledge that data benefits the public such as traffic data resulting in transportation improvements (influence projects). How can it be more reassuring for the public that urban data is protected and individuals are aware of it. The Data Trust would do this job. Guidelines will need to be developed for this purpose.

SWL data engineer person outlines the objectives of the project which is that of creating a better life for people - improving the way buildings are being built. Understanding that the core of the project is not digital data is about those other components mentioned. He mentions the energy issue and how the project is trying to address the issue of energy use - understand how energy is being used and how data can support those type of initiatives. The other idea of

making urban data open and accessible. SWL expects that these technologies be also used by others including partners that can provide devices and services.

SWL addressing panel questions regarding data structure and how it is going to be funded. SWL has suggestions and understand that they are not the ones approving this.

Floor open to panel for questions to SWL. Teresa panel member struggles on providing comments as the document is not yet prepared. Another member references the digital layer and how SWL may be moving away from it, member asks to expand on it as to why. SWL mentions that the change was based on what they have heard on and understanding that it was a better approach.

Member mentions that's perhaps the data trust should be open later but first license/ approve data collection and use. Member is asking if they have considered this.

Member also references the issue about timing and how much time the panel will need in order to review the MIDP. The member says that MIDP can't be delivered within next two months in order to provide an appropriate review. Second important to understand the significance of the proposal on the individual and the community. Important to set expectations what to expect regarding surveillance among other issues and also understanding what SWL is going to do in terms of specific infrastructure - what does it look like ... why SWL has not really share those details.

SWL response specifically to technological infrastructure- understanding that there will be mapping and perhaps cameras but information will not be disclosed. SWL will provide the member more details on the infrastructure proposal and how data collected will be used - reaffirmed that for instance "to understand congestion, it needs to access data in relation to it in order to make it better."

Panel member questioned SWL that Why it takes one year for SWL to respond to the issue Although there are significant media coverage for the issue (clap by a media). Panel member thinks that there is a disconnect between SWL claims about "community engagement" and the fact that details on the plan are not shared.

In room update:

Room is packed with observers, including Staff from OAGO, other provincial ministries and media in addition staff from Feds and Toronto.

Chair opening remarks made it very clear that the panel is to advise WT, not SWL.

Meg Davis, Chief government officer from WT talked about why and how they found a partner for Quayside project, the importance of DSAP.

Christine, communication in WT, There will be extensive opportunities for the panel to review MIDP, including the data issues, nothing moves forward without WT approval.

First presentation from WT on civic labs - serve as forum for bringing a range of interests and sectors to discuss key data issues.

The meetings will ensure that there is education and awareness of the issues as well as have diverse views of points and advise through people in the room to ensure decisions are taken based on advice/ evidence.

Focus on ensuring the panel is aware of the proposed upcoming meetings on Nov 6 potentially. These meetings will focus on IP and overall civic labs.

WT encourages the panel to be an active/ take a leadership role on the meetings.

Panel members concerned about SWL not providing enough details regarding that whole vision on digital components. Member is urging SWL and WT to provide more info about their expectations and plans/ideas on the proposed MIDP. It is foundational to have those details otherwise, how can the Panel provide advice.

Second understanding that members have proposed recommendations and see how those are being incorporated into the MIDP, and how those evolve in the development of the plan. Feeling that the voice of the Panel has been heard to ensure consultation process is fair.

WT explaining that there are two ways of approaching this – either you wait for proposal and then provide recommendation OR you can provide input as the plan develops. Those are options to consider; essentially the questions are: what do you need to react to OR what are you commenting on it.

Positive comments from panel member about having this type of discussion. Member shows concerns about how to explore data collection and ownership, and explaining to the public what those are so that there is awareness.

WT explains that the point of the forum is also to educate so that there is more understanding of what those “proposals” mean and understand the consequences of them.

Panel member mentioned that important to flag how those elements provided by panel will influence the plan.

Panel mentions the importance of having an education campaign that also focus on understanding those impacts to policies such as government regulations regarding those issues specifically mentioned those from Canada.

WT mentioned that there are running out of time for on this item. Panel member response - Reexamination if the timing for the Panel to provide advise then because the conversation should not be rushed.

WT is ensuring that its responsibility is to protect public interest, and its job is to have a place where opinions can be expressed and also to understand the consequences of those opinions.

Panel member showed appreciation for the efforts of WT and consider the issues such as digital governance (as per the deck). Hope that fed/ prov are in line with the project as WT represent the 3 levels of government.

WT agreed with panel members on the importance of having participation that is inclusive and diverse on those conversations. WT will chose how to move forward and will inform the panel about next steps.

Moving to next presentation.

Media updates:

Sidewalk Labs CEO says ‘vast majority’ of privacy questions have been answered<<https://www.canadianmanufacturing.com/technology/sidewalk-labs-ceo-says-vast-majority-of-privacy-questions-have-been-answered-220960/>>

No media coverage related to the meeting.

No live tweets from the meeting at this time. Two tweets on Dan Doctoroff’s remarks to the Advisory Council.

Tweets today:

Several Tweets today noted that Sidewalk Labs is proposing a third-party data storage for its project.

One RT questioning the 10,000's of jobs to be created by this project:

RT @aprilidunford: Can't wait to see how Sidewalk labs will create "tens of thousands of jobs" in Toronto. The equivalent of 10 Shopifys.

[fanCRTCProfiling]

Commissioner Miner@fanCRTCProfiling

20 mins ago<<https://twitter.com/fanCRTCProfiling/status/1053011094007160833>>

hm, @AndrewClement & @TeresaScassa considering leaving Waterfront Advisory Panel

canadianmanufacturing.com/technology/sid...<<https://t.co/13vzp3Pcll>> That would be one heck of a blow to lose those two names. Ball is in Sidewalks court now.

[amandaannroth]

Amanda Roth@amandaannroth

29 mins ago<<https://twitter.com/amandaannroth/status/1053008781351612416>>

Waterfront Toronto's Digital Strategy Advisory Panel provides feedback to WT and Sidewalk Labs on the latter's digital governance proposals, released Monday. Many panel members saying that this wasn't enough time for them adequately consider the proposals, to which SL apologized.

[Ken Greenberg]<<http://www.twitter.com/KGreenbergTO>>

Ken Greenberg<[@KGreenbergTO](http://www.twitter.com/KGreenbergTO)><<http://www.twitter.com/KGreenbergTO>>

CAN Oct 18 12:51 pm

CEO @DanDoctoroff's remarks for the speech he gave today to the Sidewalk Labs Advisory Council. It was great to welcome so many new faces Reach 7k Positive

[Ontario411]<http://www.twitter.com/Ontario411_>

Ontario411<[@Ontario411_](http://www.twitter.com/Ontario411_)><http://www.twitter.com/Ontario411_> CAN Oct 18 12:41 pm

Sidewalk Labs will be a 'catalyst' for other innovations in Quayside, CEO says <https://t.co/BjWKMeoBQQ> #Toronto Reach 12k Positive

From: [Cameron MacKay <CMacKay@waterfronttoronto.ca<mailto:CMacKay@waterfronttoronto.ca>>]

Sent: Oct 17, 2018 8:09 PM

To: ["Eubanks, Lenni (MOI/MSAA)" <Lenni.Eubanks@ontario.ca<mailto:Lenni.Eubanks@ontario.ca>>]

Subject: [RE: prep for tomorrow]

Hi Lenni,

If we can't connect tonight by phone let me share with you the plan for tomorrow.

The meeting is in our board room and we do expect media. We do not expect resignations as the panel chair has canvassed the group. We have calibrated management's remarks to address known concerns of the panelists and to propose mitigating measures. We are taking a very apologetic and respectful tone.

The agenda is:

1:00pm - 1:10pm 1. Opening Session

Call to Order M. Geist—Michael Geist has called all of the panelists and taken their temperature. He has reinforced that this is an important meeting and that he is committed to it subject to certain changes being made. Those changes are:

1. Waterfront Toronto's role in relationship to the Sidewalk Toronto Project—we address this in management's remarks
2. The Panel's advisory role—Geist clarifies in his remarks
3. Administrative Staffing and support for the panel—management addresses
4. Schedule of review of the MIDP—addressed between Geist and management

b. Approval of Agenda

c. Declarations of Conflict of Interest Panelists d. Approval of Previous Minutes Panelists—they have all reviewed these already so should not have a problem approving 1:10pm - 1:20pm 2. Chair's Remarks M. Geist—he recognizes problems with panel to date and says that we are addressing the problems. Says that the panel is a place where dissent is expected and welcomed.

1:20pm - 1:30pm 3. Remarks from Waterfront Toronto K. Verner—recognizes panel struggles to date and addresses the 4 issues above. Appeals to their original reason for joining—to move theoretical data problems into practice.

1:30pm - 2:10pm 4. Civic Labs N. Swerhun—will be well received: Civic

Labs<https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.waterfronttoronto.ca%2Fnbe%2Fwcm%2Fconnect%2Fwaterfront%2F6c2bb6f3-eda1-4b71-88ab-2342e7d5ac34%2FDSAP%2Bpresentation%2B-%2BCivic%2BLabs%2B%2528AMENDED%2B10-17-2018%2529.pdf%3FMOD%3DAJPERES%26CONVERT_TO%3Durl%26CACHEID%3D6c2bb6f3-eda1-4b71-88ab-2342e7d5ac34&data=02%7C01%7CLenni.Eubanks%40ontario.ca%7C58898210389f4342d63108d6348dea59%7Ccddc1229ac2a4b97b78a0e5cacb5865c%7C0%7C1%7C636754181461467768&sdata=GzdqOxHtwxnK27AyOiv4PW%2B4LLi0%2FvJCqgHn8darOdA%3D&reserved=0> explore data governance at a bigger table and they are webcast 2:15pm - 3:45pm 5.

Proposals Regarding Data Governance Sidewalk Labs—SWL present their proposal and each panelist gets an opportunity to question and challenge.

3:45pm - 3:55pm 6. Other Business

4:00pm 7. Adjournment

I hope that this helps.

Cameron

From: Eubanks, Lenni (MOI/MSAA) <Lenni.Eubanks@ontario.ca<mailto:Lenni.Eubanks@ontario.ca>>

Sent: Wednesday, October 17, 2018 5:02 PM

To: Cameron MacKay <CMacKay@waterfronttoronto.ca<mailto:CMacKay@waterfronttoronto.ca>>

Subject: prep for tomorrow

Hi Cameron, would you have some time tonight for a quick chat to align before tomorrow? Couple things in particular that would be good to have in advance are things like messaging, process, any proactive plans you have already that we can be made aware of, and immediate next steps.

I'll make myself available to you, any time up to 11pm tonight.

Thanks!

Lenni

Blank Page

Cariaga, Flordeliza (INFC)

From: Gillis, Kelly (INFC)
Sent: October 19, 2018 8:49 AM
To: Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Marchildon, Caroline (INFC); Hobbs, Joshua (INFC)
Subject: Re: Pre-DSAP update

[REDACTED] Thanks

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)
Sent: Friday, October 19, 2018 7:15 AM
To: Gillis, Kelly (INFC); Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Marchildon, Caroline (INFC); Hobbs, Joshua (INFC)
Subject: RE: Pre-DSAP update

This morning's G&M article is a fair summary of the meeting. Note references in excerpts below to WT taking more control of the relationship and to consideration of an extended timeline for the MIDP (this latter point likely to come up at IGSC in that case)

Sidewalk Labs and Waterfront Toronto's digital advisory panel emerge 'confident' after meeting over contentious Quayside data issues

Waterfront Toronto and Google affiliate Sidewalk Labs took steps to assure critics that the government agency is firmly in charge of developing policy for a proposed technology-driven lakeshore community at a meeting of high-profile academic and tech leaders on Thursday.

The Globe and Mail reported earlier this week that at least three key advisers to the project were considering resigning after the meeting of Waterfront Toronto's digital-strategy advisory board on Thursday over concerns that New York-based urban design firm Sidewalk Labs was playing an outsized role in planning the project's data-governance policies. But they emerged from the meeting confident - at least for now - that the balance of power had shifted away from private interests.....

.....While the remaining digital-strategy advisers were also concerned about what they saw as short timelines to review the project's many data and IP proposals, Waterfront Toronto's vice-president of innovation, Kristina Verner, told reporters the agency was looking at having more frequent digital-strategy meetings and was talking to Sidewalk about extending its early 2019 deadline to publish the project's final "master innovation and development plan."

From: Gillis, Kelly (INFC)
Sent: October 18, 2018 6:01 PM
To: Faraday-Smith, Nancy (INFC) ; Campbell, Glenn (INFC)
Subject: Re: Pre-DSAP update

[REDACTED] Sounds like successful afternoon [REDACTED] Thanks

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)
Sent: Thursday, October 18, 2018 3:57 PM
To: Gillis, Kelly (INFC); Campbell, Glenn (INFC)
Subject: RE: Pre-DSAP update

Meeting is about to wrap up. [REDACTED]

Lots of commentary on the specifics but a very quick sense of take-aways are (1) panel generally favourable towards idea of a data trust but have many questions and don't want this to be the only solution considered; (2) they like the idea of piloting a data-related part of the proposal to give public a tangible sense of what this project will mean for them; (3) more time is needed to develop a credible MIDP, challenging an early 2019 timeline to finalize a draft [REDACTED] (4) regarding SWL recommendation that a data localization requirement not be imposed, panel went the opposite way and some would like to see WT stipulate that housing data in Canada is a pre-requisite for moving forward with project. Several commented that governments have been absent so far on the question of privacy and data governance. [REDACTED] Shawn and I will combine our notes and will be happy to debrief in more detail tomorrow or early next week.

From: Gillis, Kelly (INFC)

Sent: October 18, 2018 3:12 PM

To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>

Subject: Re: Pre-DSAP update

Great - good start.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)

Sent: Thursday, October 18, 2018 2:11 PM

To: Gillis, Kelly (INFC); Campbell, Glenn (INFC)

Subject: RE: Pre-DSAP update

So far so good. SWL just starting its presentation now. Opening remarks by Acting DSAP Chair, Michael Geist, were quite good in emphasizing important role panel has to play [REDACTED]

[REDACTED]

From: Gillis, Kelly (INFC)

Sent: October 18, 2018 2:05 PM

To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>

Subject: Re: Pre-DSAP update

Ok thanks [REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)

Sent: Thursday, October 18, 2018 12:53 PM

To: Campbell, Glenn (INFC); Gillis, Kelly (INFC)

Subject: Pre-DSAP update

[REDACTED]
Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: October 19, 2018 10:36 AM
To: Faraday-Smith, Nancy (INFC)
Subject: Oct 25 Doctoroff dinner
Attachments: Oct 25 Doctoroff dinner.DOC

Importance: High

Tracking:	Recipient	Delivery
	Faraday-Smith, Nancy (INFC)	Delivered: 2018-10-19 10:36 AM



SCENARIO NOTE TO THE MINISTER

DINNER DISCUSSION WITH DAN DOCTOROFF, CHAIRMAN AND CEO, SIDEWALK LABS

MEETING DETAILS

- **DATE/TIME:** Monday, October 25, 2018 (Time TBC)
- **LOCATION:** Executive Complex at ISED, 235 Queen Street, 11th floor
- **PARTICIPANTS:**
 - Dan Doctoroff, Chairman and CEO, Sidewalk Labs (see Bio in Annex A).
 - Matthew Mendelsohn (co-host) (PCO)
 - Paul Thompson (co-host) (ISED)
 - Graham Flack (PCH)
 - Ava Yaskiel (FIN) (*in lieu of Paul Rochon*)
 - Stephen Lucas (EC)
 - Michael Keenan (TC)
 - Philip Jennings (NRCan)
 - Peter Wallace (TBS)
 - Eric Dagenais (ISED)
 - Siddika Mithani (PHAC)
 - Others (TBC)

PURPOSE

- Matthew Mendelsohn and Paul Thompson are co-hosting a dinner discussion with Dan Doctoroff and members of his Executive team. The purpose of the dinner is to learn about Sidewalk Lab's plans to reimagine Toronto's eastern waterfront as a smart city pilot, and how they see this vision being adopted in areas across Canada. This event affords an opportunity for Deputy Ministers to share perspectives on cities, urban design, digital technology and data.

HIGHLIGHTS/KEY CONSIDERATIONS

- Sidewalk is working with Waterfront Toronto on a development plan that would see the eastern waterfront Quayside area become a new technology-enabled neighbourhood where digital solutions and forward-thinking urban design could be tested and applied to improve the quality of life for people in cities.
- This meeting presents an opportunity to learn how the Quayside project is unfolding in collaboration with Waterfront Toronto, and Sidewalk plans for public engagement on key aspects of the Quayside plan (e.g., data collection, governance, ownership as well as privacy) in advance of completing the Master Development and Innovation Plan (MDIP) in early 2019.

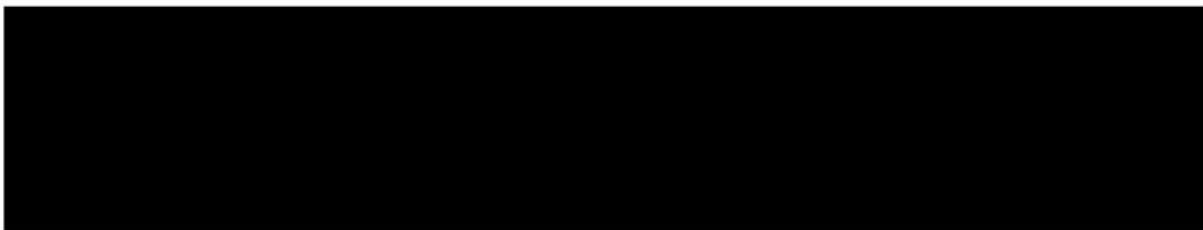
- Sidewalk's broader vision as a company is to "blend people-centered urban design with technology to achieve new standards of sustainability, affordability, mobility, and economic opportunity" and they have signalled interest in partnering with governments on this vision.
- Quayside is one of two major initiatives being undertaken by Waterfront Toronto. The other is the Port Lands flood protection project, for which a contribution agreement representing the federal, provincial, and municipal governments' commitment of \$1.25 billion was signed on May 1, 2018, and will unlock a much larger piece of real estate for future development.

FEDERAL INTERESTS

- The Quayside project aspires to address urban challenges in subject-matter areas relevant to several federal departments. These include:
 - **Transportation, Mobility, and Congestion (TC, ISED):** encouraging shared new mobility options such as self-driving electric vehicles that reduce the need for car-ownership and street space devoted to parking and cars; and using real-time detection to optimize street space, dynamically allocate the roadway network and improve safety.
 - **Sustainability (EC, NRCan):** Set a new standard for urban sustainability and a replicable path to climate positive communities through approaches such as the reduction of building energy use via design and data-driven energy management, the recovery and reuse of waste energy, the generation of onsite renewable energy and transformation of organic waste into energy, active waste and water management, and an adaptable utilities network.
 - **Housing Affordability (CMHC, NRCan):** creating new types of flexible and adaptable buildings that reduce costs and increase efficiency, sustainability, adaptability and affordability while still emphasizing architectural and design excellence.
 - **Inclusivity and Diversity (PCH):** Develop a toolkit to serve as a global example for the creation of affordable, diverse, mixed income, and multigenerational communities, composed of innovative programs, policies, business models, and existing programs that make housing more available and affordable for all Torontonians,
 - **Data Governance (ISED):** Create a responsible data use framework that sets a global standard by establishing consistent, scalable, state-of-the-art policies and processes around privacy, data governance, access to data, data ownership and stewardship, information and data security that are consistent with local values and priorities.
 - **Economic Development (ISED):** Foster economic development, job creation, future skills preparation and generate prosperity by catalyzing a world leading cluster focused on urban innovation; build on the emerging economic clusters, job creators and entrepreneurial and commercial communities on the waterfront and across Toronto and Canada; create opportunities for entrepreneurial companies developing new technologies consistent with delivering the goals and objectives of the Project; and establish anchor drivers including the Google Canadian headquarters and an Urban Innovation Institute on the waterfront.

Data governance issues:





KEY BACKGROUND

- Waterfront Toronto is an independent agency created in 2001 under provincial statute by Canada, Ontario and the City of Toronto to manage the Toronto Waterfront Revitalization Initiative. SWL was created by Google's parent company Alphabet in 2015 to design, test, and build urban innovations.
- In a November 2017 announcement attended by the Prime Minister, Waterfront Toronto selected SWL as a funding and innovation partner to develop Quayside, a small geographic area on the waterfront, following a public and global RFP process.
- Under an agreement between Waterfront Toronto and Sidewalk, the company has committed \$50 million towards fully developing a long-term development plan for Quayside. No lands or other rights have been committed to Sidewalk and the terms of the Project Development Agreement (PDA) allow for a process to work on a plan for development.
- Sidewalk will also consider moving Google Canada's headquarters to the waterfront area as an anchor for the urban innovation cluster, and has committed to promoting innovation in Toronto through establishment of a new institute. Waterfront will need to take any development plan before the three orders of government should there be need for specific approvals of initiatives under the plan.
- While Sidewalk, working with Waterfront, has engaged with the public on early aspects of its development proposal, there are still many uncertainties about the Sidewalk plans at this early stage. While there are many debates on topical issues, plans have yet to be fleshed out for data collection and governance, prompting vocal concerns around privacy, data governance, procurement/intellectual property and the privatization of urban planning. On the other hand many supporters point to the benefit of positioning Toronto at the leading edge of experimentation and urban innovation, as well as setting new benchmarks for digital governance. This innovation and technology adoption is happening and this project potentially allows for Canada to actively participate and gather experience and intelligence on how policy frameworks may need to adapt to changing realities.
- As it may pilot first-to-market technologies, the Quayside project is expected to generate much larger, at scale, proposals that will need to be weighed against current policies at federal, provincial and municipal level. More broadly it may test the balance between fostering innovation and appropriate frameworks for public trust, namely digital governance laws and regulations.
- Both Waterfront Toronto and Sidewalk Toronto have been encouraged to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish

appropriate bodies to provide guidance, such as the Waterfront's Digital Advisory Panel that will help identify and frame policy issues that will arise under the planning for Quayside.

- On October 18, 2018 Sidewalk Labs outlined draft proposals for a Quayside digital governance framework at a meeting of Waterfront Toronto's arms-length Digital Strategy Advisory Panel. The proposals focused on the following Key components:
 - **Responsible Data Use (RDU) Guidelines** – application of the guidelines to all parties in Quayside, not just SWL, to put personal privacy and the public good first while fostering innovation
 - **Civic Data Trust** – an independent entity to control, manage and make publicly accessible all data that could reasonably be considered a public asset....move away from entities, including SWL, solely owning and controlling these assets
 - **Responsible Data Impact Assessment (RDIA)** – all entities proposing to collect or use urban data, including SWL, will have to file an RDIA with the Trust that is publicly available and reviewable
 - **Open Standards** – SWL will base its technology on open standards...so anyone can plug in or compete

The proposals garnered healthy debate among DSAP members, each of whom are experts in their respective field. Sidewalk's proposals are catalyzing further deliberations as the DSAP considers what advice and recommendations to provide Waterfront Toronto on the Quayside project.

PROPOSED TALKING POINTS/PROPOSED QUESTIONS

- As you may know, the Infrastructure and Communities portfolio is responsible for federal matters relating to the Toronto Waterfront Revitalization Initiative, which includes Waterfront Toronto's partnership with Sidewalk Labs.
- The Quayside project undertaken by Waterfront Toronto is a very exciting and ambitious project to promote innovation and advanced urban planning to produce better outcomes for the communities.
- Key to any successful outcome will be public support during both the planning phase and eventually when a master innovation and development plan comes forward for consideration. Public engagement as well as openness and transparency are important to the government partners that oversee Waterfront Toronto.
- Sidewalk Toronto, working with Waterfront, should continue to engage the public and leverage expertise as needed on all aspects of the Quayside proposal, given the cutting edge technology and smart infrastructure potential, but also given the concerns over the role technology plays in the lives of citizens now and in the future.
- We look forward to seeing the components of the full plan, and its strategy for balancing innovation and public trust. Waterfront Toronto, as an independent agency, will ultimately need to come forward to its government stakeholders on the plan for Quayside, and frankly the wider waterfront vision.

- As you know, my ISED colleagues are leading public consultations on the ways digital technology and a data-driven economy are affecting Canadians, as the Government of Canada is thinking hard on appropriate policy frameworks to support innovation but also protect privacy of Canadians.

Questions

- What is the overall magnitude of the investment that Sidewalk and Alphabet may be considering for the Toronto waterfront should governments approve a plan? What roles will Sidewalk envision playing itself, including infrastructure investment?
- We have noted that Sidewalk has tabled a number of draft proposals around digital and data governance, and that these are being vigorously debated by Waterfront Toronto's arms-length Digital Strategy Advisory Panel. What are your views on the reactions coming out of the panel and more generally around these proposals?
- Are you able to shed light on how the plan (MISP) is coming together and the process you are following in collaboration with Waterfront Toronto?
- What are the key challenges and impediments you see in developing the plan and creating sufficient public and government support to make it a reality?

Mr. Dan Doctoroff
Chief Executive Officer, Sidewalk Labs



Dan Doctoroff is Chairman and Chief Executive Officer of Sidewalk Labs. Prior to joining Sidewalk Labs, Dan was President and Chief Executive Officer of Bloomberg L.P., the leading provider of news and information to the global financial community. During the seven years that he led the company, despite the 2008 financial crisis, Bloomberg's organic revenues nearly doubled.

Prior to joining Bloomberg L.P., Dan served as Deputy Mayor for Economic Development and Rebuilding for the City of New York. With Mayor Michael R. Bloomberg, Dan led the city's dramatic economic resurgence, spearheading the effort to reverse New York's fiscal crisis after 9/11 through a five-borough economic development strategy. This plan included the most ambitious land-use transformation in the city's modern history; the rebuilding of the World Trade Center site; the largest affordable housing program ever launched by an American city; and the formation of new Central Business Districts and Industrial Business Zones. Dan also oversaw the creation of PlaNYC, New York's path-breaking sustainability plan.

Before joining the Bloomberg administration, Dan was Managing Partner of the private equity investment firm Oak Hill Capital Partners. While at Oak Hill, Dan founded NYC2012, the organization that spearheaded efforts to bring the Olympic Games to the city.

Dan serves on the Boards of the University of Chicago, World Resources Institute, United States Olympic Committee, Bloomberg Philanthropies and Human Rights First. He is the founder of Target ALS, which raises funds for and has established a new model of collaboration to advance ALS research. He is a founder and chairman of Culture Shed, an innovative new cultural institution at the Hudson Yards in Manhattan.

Dan is a graduate of Harvard College and The Law School at the University of Chicago.

A native of Michigan, Dan has lived in New York for the past 32 years with his wife, Alisa. The Doctoroffs have three grown children.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 19, 2018 2:43 PM
To: Tippins, Shawn (INFC)
Subject: Fw: Weekly call w/ WT Oct 22

This is the call with Meg Davis. Will need to think of some things he can raise specifically with her, e.g, her impressions of the last DSAP, WT thoughts on delaying MIDP, something related to 5-year plan (eg, preview our initial views) and maybe how all of this ties together from a comms/public relations aspect

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Sent: Friday, October 19, 2018 2:36 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC)
Subject: Weekly call w/ WT Oct 22

Hello,

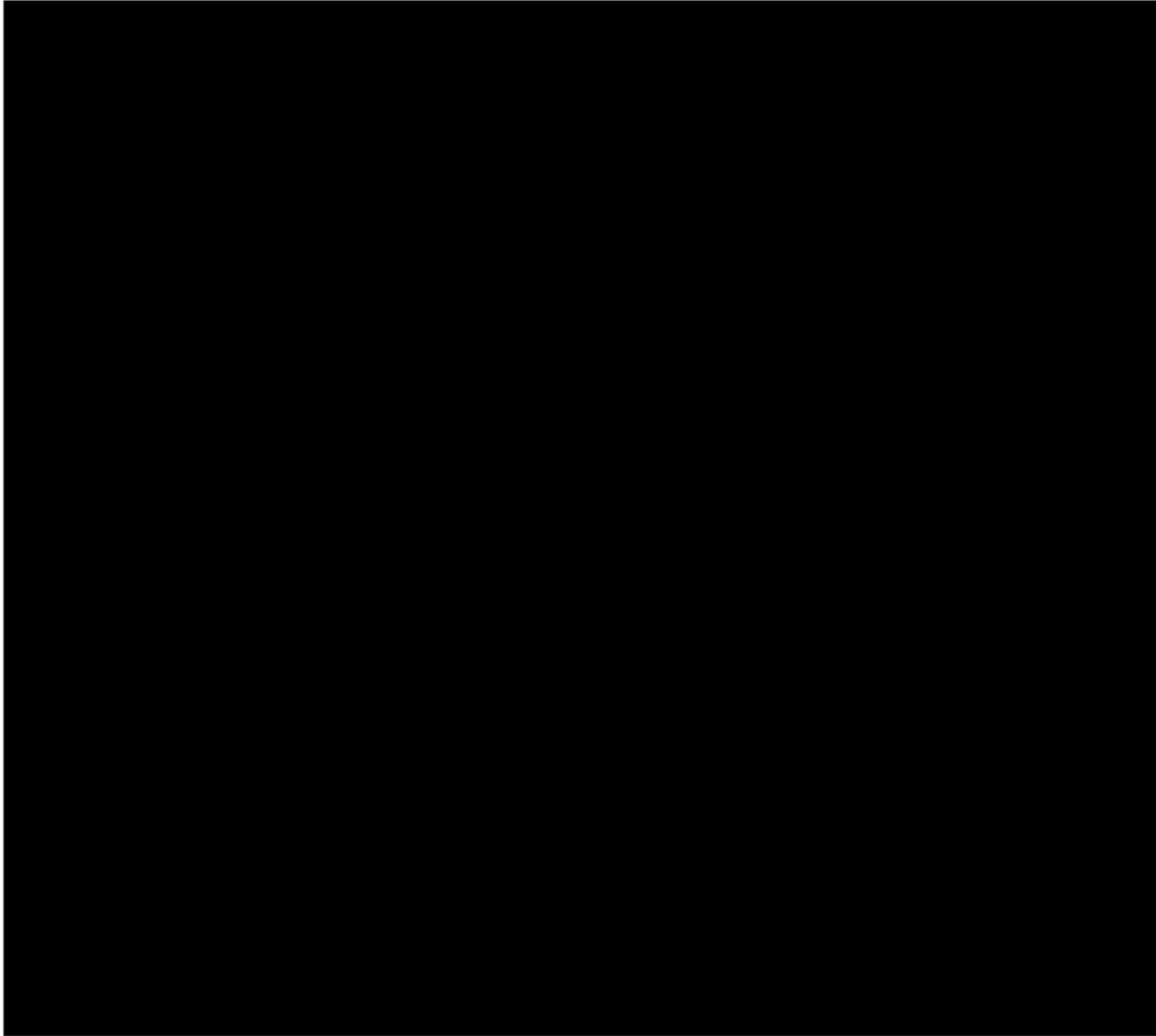
Just a reminder that Glenn will expect some prep material for this call on Monday at 1:00.

Merci,
Natalie

Cariaga, Flordeliza (INFC)

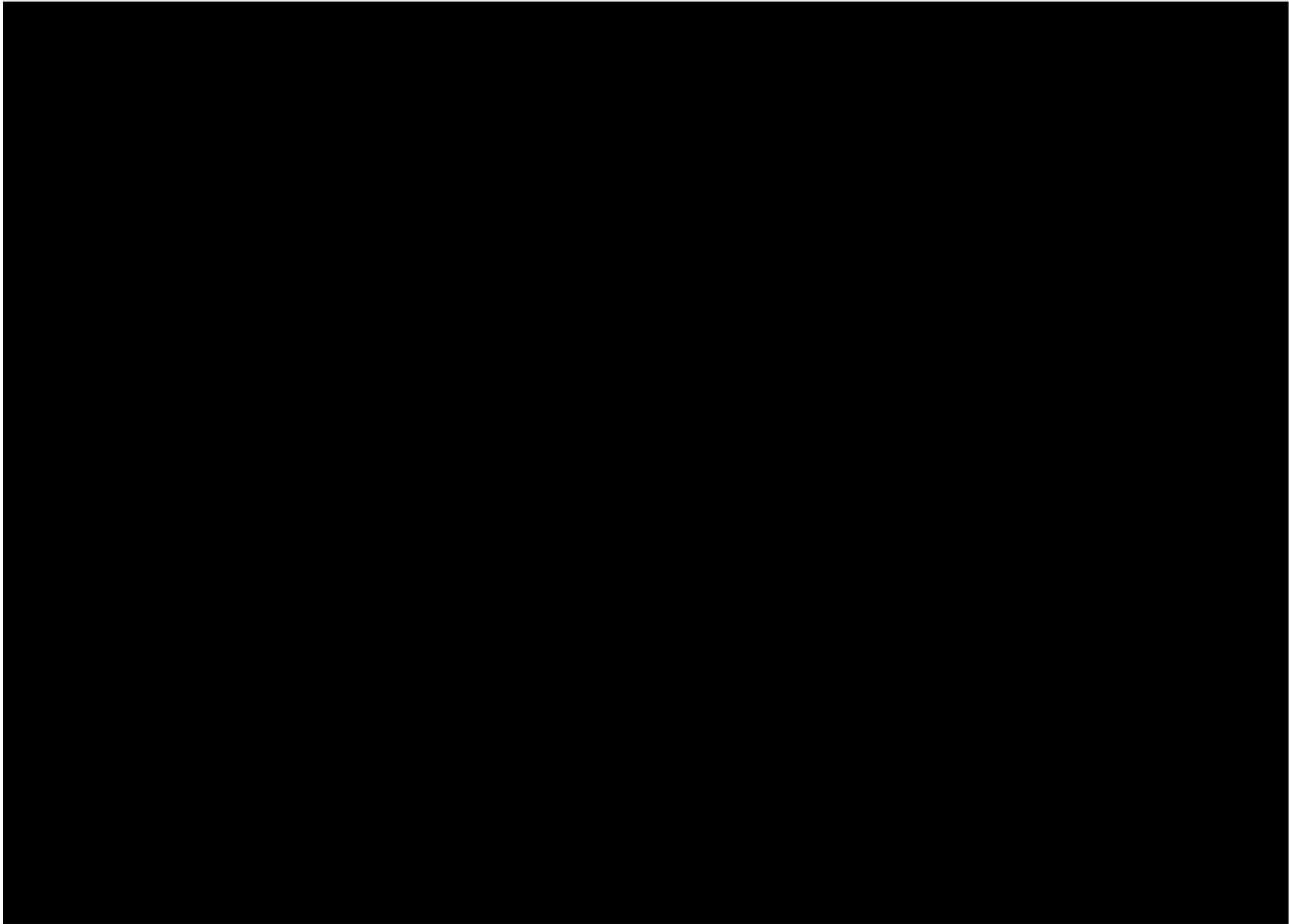
From: Faraday-Smith, Nancy (INFC)
Sent: October 22, 2018 4:49 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC)
Subject: summary of call with Meg Davis

Hi Glenn,



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 23, 2018 12:27 PM
To: Tippins, Shawn (INFC)
Subject: summary



Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: October 30, 2018 10:02 AM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)
Subject: RE: Another expert group

This group is being hosted on Ryerson U's website (see link). There are some names that we know on its steering cttee - former DSAP member Saadia Mussafer, Bianca Wylie, and former WT Board member Julie Di Lorenzo, among others.

To date a couple of group members have posted two commentary pieces – one in the wake of the last DSAP meeting, which takes a critical view of the fact that the digital governance proposals came from SWL, and had not been first developed by WT in consultation with the community (i.e. it's as if Uber had proposed taxi regulations to the government).

The Other commentary is about the public engagement/MIDP planning process itself, which essentially advocates for taking SWL more-or-less out of the process, and having WT developing the MIDP in collaboration with the community, and then seeking the involvement of other actors once the planning process has been completed.

<https://cfe.ryerson.ca/toscf>

From: Campbell, Glenn (INFC)
Sent: October 30, 2018 8:29 AM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)
Subject: Fw: Another expert group

Glenn Campbell


613 941-0722 (w)

From: Gillis, Kelly (INFC) <kelly.gillis@canada.ca>
Sent: Tuesday, October 30, 2018 8:21 AM
To: Campbell, Glenn (INFC); Tremblay, Jenny (INFC); Peets, Gerard (INFC)
Cc: Eyre, Jennifer (INFC)
Subject: Another expert group

See article - can you look into what they are saying that night be helpful. Tks

New smart city panel is part of 'techlash'

Toronto Open Smart Cities Forum 'skeptical' of motives behind waterfront proposal

by: Donovan Vincent Housing Reporter

Sidewalk Labs' controversial plan to build a data-driven neighbourhood on Toronto's waterfront is probably one of the most heavily scrutinized development proposals in the city's recent memory.

The dizzying list of groups looking into the "smart city" project includes the tech and privacy experts on the digital strategy advisory panel providing advice to Waterfront Toronto, Sidewalk Labs' data governance advisory working group, and an advisory council of urban thinkers and executives in Canada that is providing input to Sidewalk Labs.

Sidewalk also has a residents reference panel, made up of randomly selected Torontonians, and Waterfront Toronto hosts public roundtables on the Sidewalk proposal and is planning special "civic labs" where interested people can discuss concerns about the project that will feed into the roundtables.

Now another group has come together to jump into the mix.

Formed in mid-October, the Toronto Open Smart Cities Forum has no ties to either Waterfront Toronto or Sidewalk Labs.

The forum is a "self-directed" group comprised of experts specializing in areas such as the law, technology, real estate, data and housing.

While the forum is primarily focused on providing input to Sidewalk Toronto's community engagement process, their long-term goal is providing support to the public in Canadian cities dealing with other smart city projects.

"What we're trying to start is a dialogue that tries to establish what a more open and public kind of smart city infrastructure and policy would look like," says the co-chair of the forum's steering committee, David Murakami Wood, Canada research chair in surveillance studies, and associate professor in the department of sociology at Queen's University.

Is the forum opposed to the Sidewalk project? "It would be inaccurate to describe this as an anti-Sidewalk group," Murakami Wood says.

He says the group is about "establishing a vision for how this might work in Toronto and elsewhere."

"I don't think there is anybody in the group who is a massive cheerleader of Sidewalk. That's certainly true. We don't need any more of that."

"There's plenty of that going on," he adds.

Waterfront Toronto, a body representing the federal, provincial and municipal governments, is overseeing the Sidewalk proposal. Sidewalk is expected to complete a master plan for the project, likely sometime next year. The plan must be approved by Waterfront Toronto.

Sidewalk wants to build a high-tech community on a track of land called Quayside, located near Parliament and Queens Quay.

The neighbourhood would feature sensors to measure temperature and weather conditions and utilize so-called urban data - information collected from people in Quayside's physical environment - but controversy has been raised about who will own the data, control it and make money from it.

Sidewalk, a Manhattan-based sister firm of Google, recently came out with digital governance proposals, saying no one should own the data.

Sidewalk is also calling for the establishment of an independent civic data trust that would oversee and control the data.

Murakami Wood says he is "skeptical" of the Sidewalk proposal.

"They are private, for-profit companies looking to make money from individual and collective data, and that fundamentally can't be forgotten," he says.

"We want any development to be done in ways that are for the public good, and in ways where residents have a say and degree of control over what happens, particularly when it comes to the streets we walk on and the data collected about us," says Brenda McPhail, a member of the forum steering committee and director of the Canadian Civil Liberties Association's privacy, technology and surveillance project.

The forum is receiving administrative support from the Centre for Free Expression, in Toronto.

Shauna Brail, an associate professor at the University of Toronto, and a senior associate in the innovation policy lab at the Munk School of global affairs, says the forum and the criticisms surrounding the Sidewalk project are symptomatic of a larger trend.

"In many ways, this is part of what has been referred to as a techlash (a backlash against powerful technology firms) - an increasingly global phenomena," Brail says. The forum has members who recently stepped back from direct involvement in the Sidewalk review process, including Saadia Muzaffar, a tech expert who resigned recently from Waterfront Toronto's digital strategy advisory group, in part over concerns about the control of data.

Sidewalk says it's moving ahead with the proposal.

"No one is proposing to hand over public space to Sidewalk Labs. In fact, it is quite the opposite.

A cornerstone of our proposal is that no private group, including Sidewalk Labs, will own urban data and any information gathered should be freely and publicly accessible through an independent civic data trust, which will set clear rules around privacy and how data is collected, stored, and used," Sidewalk spokesperson Dan Levitan said.

Photo: Brenda McPhail, member of the forum steering committee, says development must be done in a way that is "for the public good."

2018 Toronto Star (ON)

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Brett Howell [REDACTED]@toronto.ca>
Sent: October 31, 2018 2:57 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Nassif, Marie-Pier (INFC); Coffin, Erin (INFC); Soler, Roger (INFC); 'Wendy.Ren@ontario.ca'; Whitehead, Cam (MOI); 'Manning, Catalina (MOI)'; 'Alexandra.Schaffhauser@ontario.ca'; Jay Paleja; Sandra Rodriguez; David Stonehouse; Mike Yu
Subject: TWG + WT Agenda
Attachments: Agenda - TWG - 2018_11_01.docx

Attached is the agenda for tomorrow's TWG + WT conference call.

Waterfront Toronto will join the meeting at 11:30am.

Cheers,

Brett Howell MCIP, RPP
Technical Coordinator
Waterfront Secretariat, City Planning Division
481 University Avenue, 6th Floor
Toronto, ON M5G 2P1
[REDACTED]
[REDACTED]@toronto.ca

Toronto Waterfront Tri-Government Working Group
Thursday November 1, 2018
Conference Call

[REDACTED]
11:00am to 12:00pm

Agenda

11:00 to 11:30am – Government Partners

1. Introductions
2. Quayside Update
3. Waterfront MOU/Accord Update
4. Audit Update
5. Flood Protection
 - Oversight Committee Invoicing Update
 - Next Steps

11:30 to 12:00pm – Waterfront Toronto Joins Meeting

6. Quayside
 - MIDP Evaluation Framework
 - Open Discussion
 - Next Steps
7. Waterfront 5-Year Strategic Business Plan
 - Meeting at 3pm
8. Waterfront MOU/Accord Update
9. IGSC Meetings
10. Next Steps / Other Business

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 1, 2018 10:23 AM
To: Tippins, Shawn (INFC)
Subject: FW: fyi and ana

See below. I'll try and catch someone to see if there's more context

From: Ladouceur3, Natalie (INFC)
Sent: November 1, 2018 10:20 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Zewede, Heywet (INFC) <heywet.zewede@canada.ca>
Subject: fyi and ana

Glenn has a short meeting with DM at 1:30 to discuss:

Toronto Waterfront
MIDP – Privacy and capacity
Agenda for next IGSC Meeting

Natalie

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Sent: November 1, 2018 4:32 PM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)
Cc: Meg Davis; Cameron MacKay; Kristina Verner; Tippins, Shawn (INFC)
Subject: Quayside Comms
Attachments: Quayside Communications Plan Nov 1.pdf

Hi –

In advance of our call tomorrow and in response to our call from a couple of weeks ago I am attaching a draft of our commas strategy for Quayside which we will walk you through tomorrow. It was developed in response to much of the recent media on data and digital governance/privacy.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

**Pages 407 to 417
are withheld
pursuant to paragraph
20(1)(b)
of the *Access to Information Act***

**Les pages 407 à 417
Font l'objet d'une exception totale
conformément à la disposition de paragraphe
20(1)(b)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 7, 2018 12:59 PM
To: Campbell, Glenn (INFC)
Subject: Take-aways [REDACTED]

- [REDACTED]
- Quayside:
 - No discussion of agenda materials
- [REDACTED]

Cariaga, Flordeliza (INFC)

From: Zewede, Heywet (INFC)
Sent: November 9, 2018 10:59 AM
To: Tippins, Shawn (INFC)
Subject: RE: 1:15pm call with Meg Davis

Thank you ☺

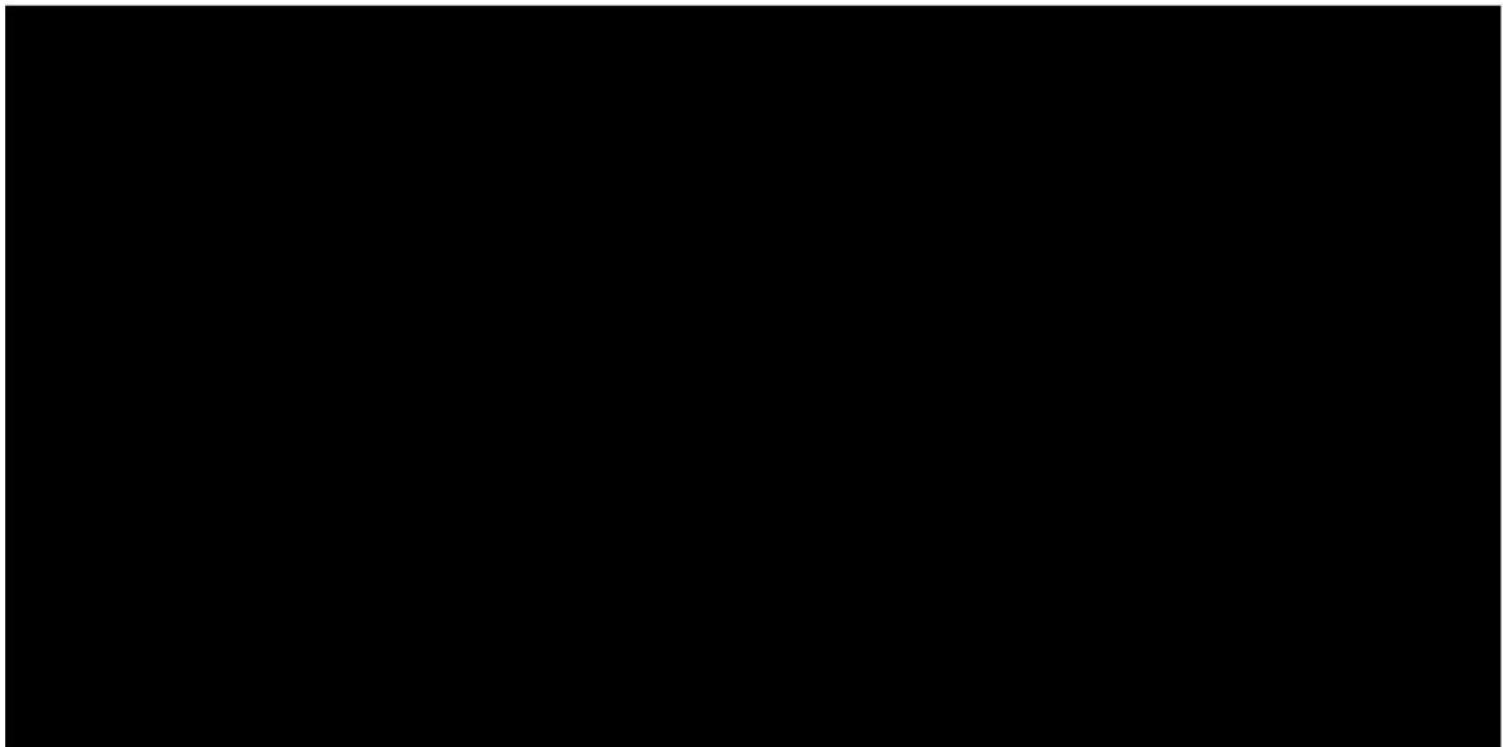
From: Tippins, Shawn (INFC)
Sent: November 9, 2018 10:58 AM
To: Zewede, Heywet (INFC)
Subject: FW: 1:15pm call with Meg Davis

See below and attached. Print these for him.

From: Campbell, Glenn (INFC)
Sent: November 8, 2018 7:49 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>
Subject: FW: 1:15pm call with Meg Davis

Thanks – just a note to copy my office [REDACTED]

From: Tippins, Shawn (INFC)
Sent: November 8, 2018 6:32 PM
To: Campbell, Glenn (INFC) <glenncampbell@canada.ca>
Subject: 1:15pm call with Meg Davis



**Pages 420
is withheld
pursuant to paragraphs
14(a), 21(1)(a) and 21(1)(b)
of the *Access to Information Act***

**Le page 420
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
14(a), 21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 9, 2018 11:09 AM
To: [REDACTED]
Subject: RE: How goes the battle?

[REDACTED]
That said, here's my update:

-Nothing new on the Comms front.

-The IGSC binder was delivered to DMO yesterday. Glenn and I will be at IGSC with the DM.
[REDACTED]

-MOI and WT have had the draft AG report since noonish Tuesday.
[REDACTED]

-Nothing new has happened re. Civic Labs, other ten that an email invite is circulating for the event. I'll follow-up with Kristina re. program materials. And liaise with ISED on prep for it.

-Focus today is the MIN deck.

That's my debrief. [REDACTED]

From: Nancy Faraday-Smith [mailto: [REDACTED]]
Sent: November 9, 2018 10:37 AM
To: Tippins, Shawn (INFC)
Subject: How goes the battle?
[REDACTED]

How's things there? Mostly set for IGSC? All good still with Civic Lab?

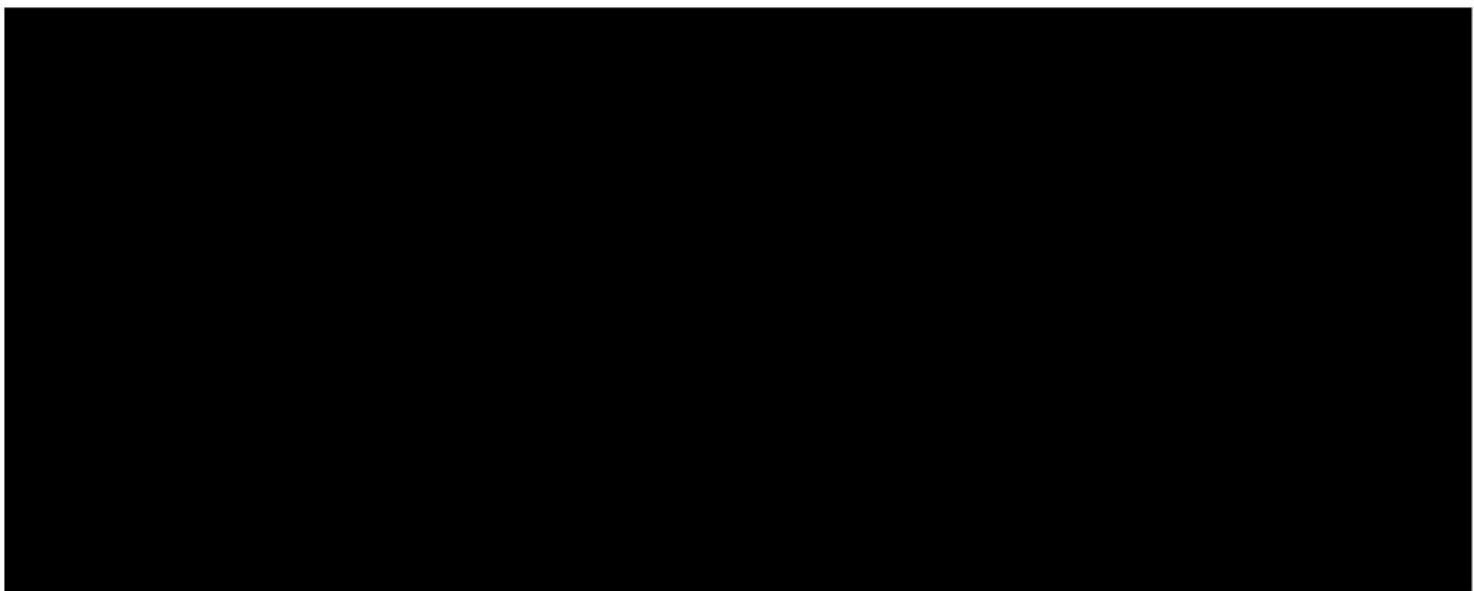
- N

[Sent from Yahoo Mail on Android](#)

Cariaga, Flordeliza (INFC)

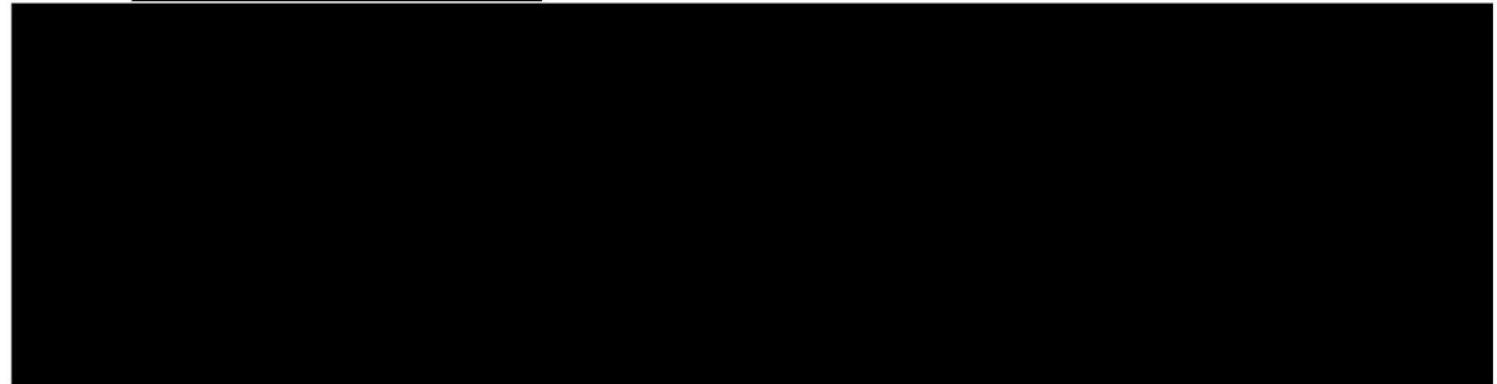
From: Campbell, Glenn (INFC)
Sent: November 13, 2018 11:19 AM
To: Gillis, Kelly (INFC)
Cc: Tippins, Shawn (INFC)
Subject: Looks like Adam for Scott today Fw: [REDACTED]

From: Redish, Adam (MOI)
Sent: Tuesday, November 13, 2018 10:28 AM

A large rectangular black box redacting several paragraphs of text.

From: Redish, Adam (MOI)
Sent: November 13, 2018 10:18 AM
To: Redish, Adam (MOI)
Subject: FW: [REDACTED]

From: Campbell, Glenn (INFC) <glenncampbell@canada.ca>
Sent: November 9, 2018 6:38 PM
To: Redish, Adam (MOI) <Adam.Redish@ontario.ca>; Lou Di Gironimo <[REDACTED]@toronto.ca>
Subject: [REDACTED]

A large rectangular black box redacting several paragraphs of text.

**Pages 423
is withheld
pursuant to paragraphs
21(1)(a) and 21(1)(b)
of the *Access to Information Act***

**Le page 423
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: Zewede, Heywet (INFC)
Sent: November 14, 2018 12:17 PM
To: Tippins, Shawn (INFC); Campbell, Glenn (INFC)
Cc: Mitchell2, Lisa (INFC); Kelly, Nathalie (INFC); Boudreau, Marcia (INFC); Ladouceur3, Nathalie (INFC)
Subject: RE: FOR ACTION: TRAN Material Update

Hi Glenn – please note this has now been approved by Lisa.

From: Tippins, Shawn (INFC)
Sent: November 14, 2018 11:23 AM
To: Zewede, Heywet (INFC) ; Campbell, Glenn (INFC)
Cc: Mitchell2, Lisa (INFC) ; Kelly, Nathalie (INFC) ; Boudreau, Marcia (INFC) ; Ladouceur3, Nathalie (INFC)
Subject: RE: FOR ACTION: TRAN Material Update
Importance: High

Hi – Please find modified version over last night in this link. Will bring hardcopy to ADMO for approval –

<G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\Parliamentary Affairs\TRAN\3.C - TWRI revised Nov 13, 2019.DOC>

From: Tippins, Shawn (INFC)
Sent: November 13, 2018 6:33 PM
To: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Kelly, Nathalie (INFC) <nathalie.kelly@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Ladouceur3, Nathalie (INFC) <natalie.ladouceur3@canada.ca>
Subject: RE: FOR ACTION: TRAN Material Update
Importance: High

Hi – For review/approval – please see revisions in red in the attached. Also available in the link.

<G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\Parliamentary Affairs\TRAN>

From: Zewede, Heywet (INFC)
Sent: November 13, 2018 3:29 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Kelly, Nathalie (INFC) <nathalie.kelly@canada.ca>
Subject: FW: FOR ACTION: TRAN Material Update

Hi Shawn – FYA.

From: Mahdi, Nastassia (INFC)
Sent: November 13, 2018 3:28 PM
To: INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>

Cc: Douglas, Caroline (INFC) <caroline.douglas@canada.ca>

Subject: FOR ACTION: TRAN Material Update

Good afternoon,

In preparation for next week's TRAN Appearance, could you please provide additional information for the Toronto Waterfront Revitalization Initiative that can be used as key messages.

The following should be prepared:

- A statement on the date and process

Deadline: Noon, Wednesday November 14, 2018

Do not hesitate to contact me if you have any questions.

Thank you,

Nastassia Mahdi

Parliamentary Affairs Analyst /Analyste des affaires parlementaires

Infrastructure Canada

nastassia.mahdi@canada.ca

Telephone | Téléphone 613-948-3283

www.infrastructure.gc.ca



Canada

Toronto Waterfront Revitalization Initiative

TOPIC

The Government of Canada's role in the Toronto Waterfront Revitalization Initiative (TWRI).

KEY MESSAGES

- The Government of Canada is committed to revitalizing Toronto Waterfront and providing the City of Toronto with an extraordinary new place for residents to live, work, learn, and play.
- The Government of Canada has partnered with the City of Toronto and the Province of Ontario to invest \$1.25 billion in the second phase of revitalizing Toronto's eastern waterfront. Waterfront Toronto is leading the implementation of the initiative.
- Since 2016, the Government of Canada has announced \$416 million in contribution funding towards remediating and flood protecting Toronto's Port Lands. This work is expected to increase the resiliency of nearby communities and their capacity to adapt to the impacts of climate change.
- The Government is committed to supporting smart communities, and is working with other government partners to ensure that Waterfront Toronto balances innovation and the public interest in future initiatives, such as the Quayside project that they and Sidewalk Labs are proposing to develop.

If pressed on Sidewalk Labs:

- The federal government is not a party to Waterfront Toronto's agreement with Sidewalk Labs.
- Infrastructure Canada is monitoring data and privacy issues related to Waterfront Toronto and the Quayside project and is mindful of the national conversations on these issues and possible higher level approaches being considered by the Government of Canada.
- On July 31st, Waterfront Toronto and Sidewalk Labs signed an agreement that provides a roadmap to ultimately complete the proposed plan for Quayside by the end of September 2019, at which time Waterfront's Board of Directors will consider the Plan for adoption.
- Both Waterfront and Sidewalk have and continue to be committed to ongoing public engagement on key issues as the Plan develops, and are informing a public consultation draft that is expected in the early spring.

BACKGROUND

Waterfront Toronto, a not-for-profit corporation, was established in 2001 under the *Toronto Waterfront Revitalization Corporation Act* to oversee and lead the renewal of the city's waterfront. It is mandated to deliver a revitalized waterfront that brings together the most innovative approaches to sustainable urban development, excellence in urban design, real estate development, and leading technology infrastructure.

The Deputy Minister of Infrastructure and Communities is in the middle of a one-year term as Chair of the TWRI Inter-Governmental Steering Committee (IGSC), a senior officials-led information sharing and coordinating body among the three orders of government and Waterfront Toronto.

On June 28, 2017, the three orders of government announced joint funding of \$1.25 billion for the Port Lands Flood Protection and Enabling Infrastructure Project (PLFP), which is expected to take place over a seven year period (2018-2025). The PLFP will unlock 880 acres of waterfront land for future growth and development by providing critical flood protection to southeastern portions of downtown Toronto, and converting the area from underutilized, industrialized lands into accessible public and green spaces. The work will also see upgrades made to critical infrastructure including roads, bridges, and water systems. Part of the scope includes work on the Cherry Street Stormwater and Lakefilling Project which will create the required land base for the larger flood protection plan by lakefilling around an area known as Essroc Quay.

On October 16, 2017, Waterfront Toronto's Board of Directors endorsed the selection of Alphabet subsidiary, Sidewalk Labs, as the preferred proponent to move forward as the Innovation and Funding Partner for the Quayside Project, which will create a new community that will serve as the pilot project to test the vision and desired outcomes for the eastern waterfront. This would encompass a mixed-use of 'smart' community concepts, innovative building techniques and connectivity to build a climate positive city "from the Internet up".

The federal government is not a party to Waterfront Toronto's agreement with Sidewalk Labs. The federal interest in Waterfront Toronto's engagement with Sidewalk Labs is to monitor and understand how activities may inform broader Government of Canada policy development on data ownership/control, privacy and ethics.

FUNDING

The tri-government PLFP Project Contribution Agreement came into effect on May 1, 2018. The federal funding contribution amounts to \$416 million towards flood protecting Toronto's Port Lands, which includes \$32.5 million for the Cherry Street Stormwater and Lakefilling Project that is funded separately under the Clean Water and Wastewater Fund (CWWF).

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 15, 2018 3:06 PM
To: Karam, Vania (INFC)
Subject: Quayside Nov 19
Attachments: Quayside Nov 19.docx

Waterfront Toronto (WT)

Update on Quayside Initiative – November 19, 2018

Current Status

- **Sidewalk Labs is drafting a proposed Master Innovation and Development Plan (MIDP) for the Quayside project.** WT has also been leading a parallel public engagement process to inform the MIDP's development. Governments will have first line-of-sight on the draft MIDP in February (TBC). WT and Sidewalk are expected to release a public consultation draft in April (TBC). A final draft is expected to be submitted to Waterfront Toronto's Board of Directors for adoption in late September 2019. WT will socialize a framework for evaluating the proposed MIDP at a public roundtable on December 8th.
- **Sidewalk has presented digital governance proposals to WT's arms-length Digital Strategy Advisory Panel (DSAP).** The proposals are intended to address citizen concerns over privacy and data in the Quayside project. These concerns have garnered significant media attention as statements by those both opposed to and more in favour of Sidewalk's involvement in the Quayside development continue to play out in public. The Council of Canadian Innovators (CCI) has been a major critic, and two out of the fifteen DSAP panellists have resigned over process and substantive concerns. WT is proactively taking steps to reclaim the communications narrative on Quayside.
- **The Ontario Auditor General (OAG) will release a “value-for-money” audit of WT in early December.** The audit has been conducted over the last 10 months. INFC and the City of Toronto are not privy to the audit report, but understand from the Ontario Ministry of Infrastructure and WT that the report may be critical of the Quayside RFP process, among other things.

Next Steps

- INFC continues to work with WT to draw out early details on the MIDP, including where proposed development plans and innovations may warrant federal policy and regulatory consideration.
- INFC is attending and participating at WT engagement events aimed at providing expert views and public input to key issues around the proposed project (i.e. Civic Lab Nov 23; Public Roundtable Dec 8; DSAP meeting Dec 13)
- INFC is positioning to coordinate its communications response on the OAG Audit with Waterfront Toronto, Ontario Ministry of Infrastructure, and the City when released.
- WT is taking proactive efforts to reframe the public debate over Quayside, including through media fact-checking, discussions with influential thought leaders, and by building the evidence base on relevant issues.
- Tri-government oversight of WT remains ongoing with DM-level Inter-governmental steering committee meetings planned for winter and spring.

Key Background

In October 2017, after a 6-month RFP, WT's Board of Directors endorsed the selection of Alphabet subsidiary and Google sister company Sidewalk Labs as the Innovation and Funding Partner for the Quayside Project. On July 31, 2018 WT signed a Plan Development Agreement (PDA) with Sidewalk Labs. It sets out a roadmap for completing Master Innovation and Development Plan (MIDP) for the project – to be finalized by Sept 2019. The PDA commits Sidewalk to fund up to USD \$50M for an initial phase of public engagement, joint planning and pilot project testing.

Focused on a 12-acre parcel on Toronto's eastern waterfront, the Quayside project is expected to lead to millions of dollars in private sector investment to test scalable smart city technology and approaches that could then be expanded onto the Port Lands area. The Government of Canada has partnered with the City of Toronto and Province of Ontario to invest \$1.25 billion in the flood mitigation and reclamation of the 880 acre Toronto Port Lands over a seven year period (2018/19 – 2024/25). WT is implementing the initiative on behalf of all three orders of government. This investment is allowing for the redevelopment of this vital part of the city, and for WT to develop innovative partnerships around proposed initiatives to build the communities of tomorrow, such as the Quayside project.

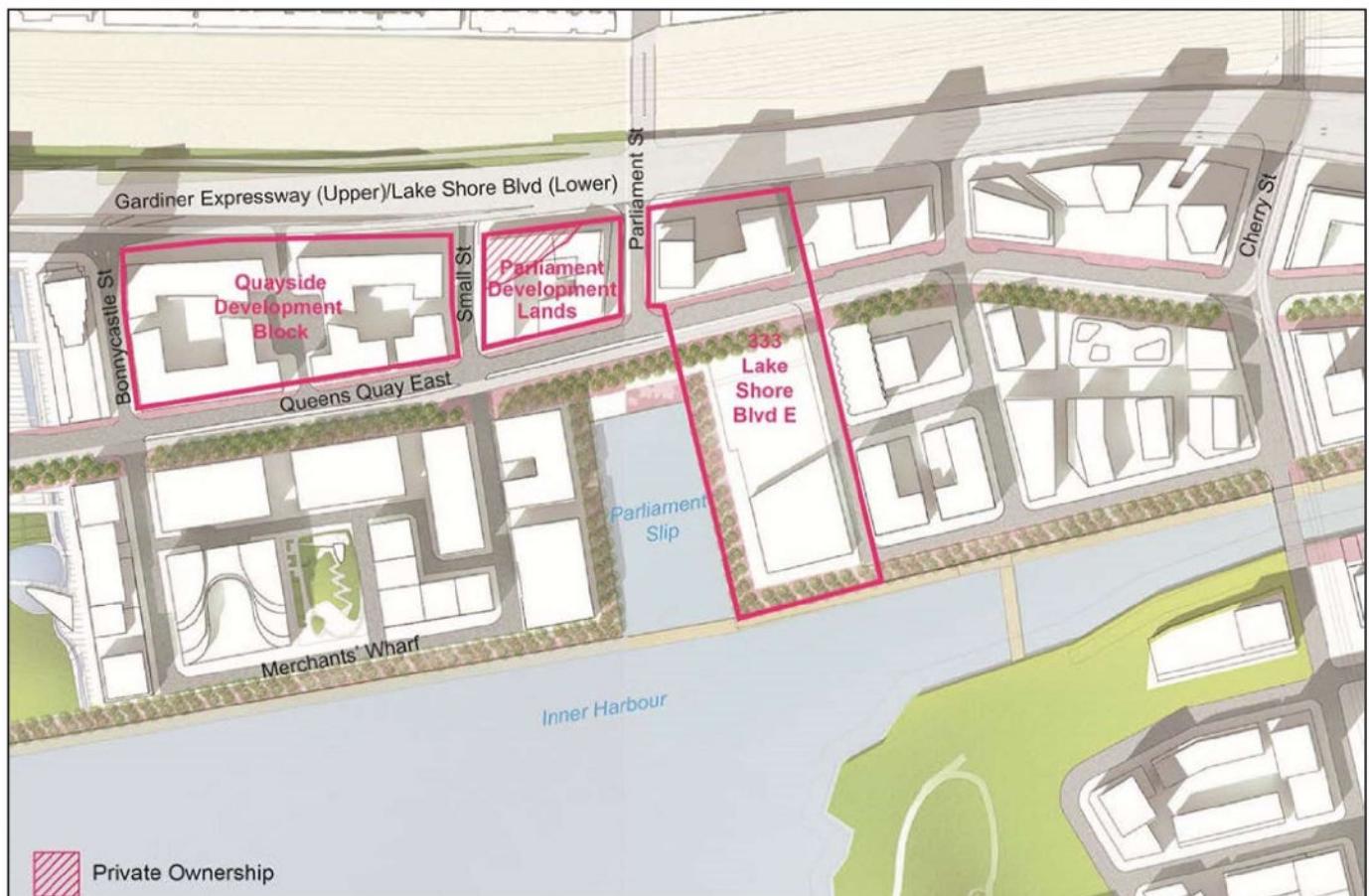
WT is a not-for-profit entity with an independent Board of Directors established under provincial legislation in 2001. WT leads the Toronto Waterfront Revitalization Initiative (TWRI) and is responsible for overseeing operations, including hiring management and staff, and delivering on development projects. All three orders of government appoint members to its board of Directors and the Minister of Infrastructure and Communities (INFC) is responsible for appointing four federal members. The Minister of Infrastructure and Communities is responsible for federal matters relating to WT. For 2018-19 the Deputy Minister of INFC is Chair of the DM-level Inter-Governmental Steering Committee which serves as a focal point for intergovernmental management and coordination of matters related to the TWRI.

Attachment:
Quayside site map

Attachment 1 - Quayside Map



The 12-acre Quayside site consists of **three separate blocks of land** located in downtown Toronto at the east end of Queens Quay (all owned by WT or City of Toronto, except where indicated). The agreement between Sidewalk and WT allows Sidewalk to explore project ideas that can be realized at scale and include these in the proposed Master Innovation and Development Plan (MIDP).



Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 20, 2018 12:53 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Re: notes from TWG call - Nov 20th

Looks good!

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)
Sent: Tuesday, November 20, 2018 12:32 PM
To: Tippins, Shawn (INFC)
Subject: notes from TWG call - Nov 20th

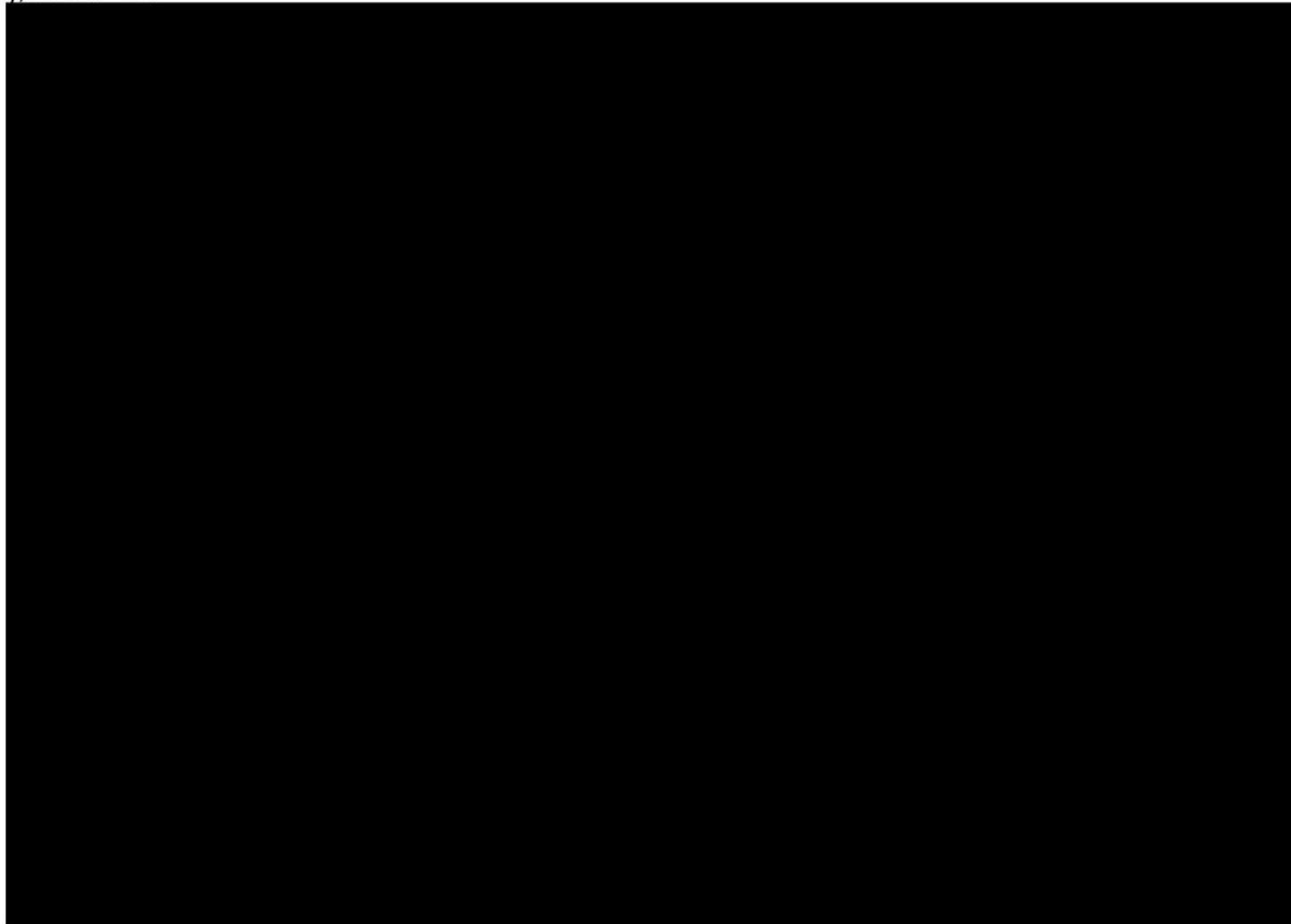
Hey – let me know if there's anything you want to add and I'll send it to Glenn.

Cam, Wendy, Adrian - MOI

Brett, David - City

Erin, Shainah, Gordon - POB

Nancy, Shawn – IPI



7. Upcoming TWG Meetings

- November 29th or 30th – to be scheduled
- Tuesday December 11, 2018
- 2019 TBD

8. Proposed IGSC Meeting Dates

- February – first or second week
- April (between 8 – 18)
- May - find a hold date
- June (between 10 – 21)

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 22, 2018 12:04 PM
To: Faraday-Smith, Nancy (INFC)
Subject: FW: 2018-11-19 - MIN DM brief on WFT-Quayside (003)
Attachments: 2018-11-19 - MIN DM brief on WFT-Quayside (003).docx

Importance: High

From: Tippins, Shawn (INFC)
Sent: November 19, 2018 12:16 PM
To: Boudreau, Marcia (INFC)
Subject: 2018-11-19 - MIN DM brief on WFT-Quayside (003)
Importance: High

A few minor coy-edits. Please use attached version.

Waterfront Toronto Quayside Initiative (Update November 19) SECRET

Waterfront Toronto is working with Sidewalk Labs to develop a proposed Master Innovation and Development Plan (MIDP) for the Quayside, a 12-acre site east of downtown Toronto. The development plans and innovation ideas will cover such areas as mobility, sustainability, building design, housing affordability, digital infrastructure, and community services.

These will also explore “at scale” development proposals that could be rolled-out on Toronto’s eastern waterfront. Sidewalk is a development and funding partner and all plans and development remains subject to approval by Waterfront, as well as governments as appropriate. The digital, data, intellectual property, and privacy issues have garnered most public attention, but there are also material land and infrastructure development and financing considerations as part of the eventual business model or models around the new smart city development.

MIDP

- An initial draft will be available for governments’ preview in February, prior to releasing a public consultation version in April. A final draft is expected to be submitted to Waterfront’s Board of Directors by late September. Waterfront is also engaging the public through town halls and other means to keep stakeholders informed and reflect feedback in the initiative as it moves forward. This has the positive impact of surfacing issues and allowing for public input, but also has the potential to fuel speculation, concern and in some cases opposition.

Waterfront Toronto Digital Strategy Advisory Panel (DSAP)

- Waterfront is working with a Digital Strategy Advisory Panel and other experts to advise on issues of public concern, specifically data governance and privacy, and to identify where proposed elements of the MIDP may require policy and regulatory consideration. INFC is supporting Waterfront as it addresses these areas, and is acting as a portal to the federal government on specific issues. Waterfront continues to retain experts and engage consultants to assist in their discussions and negotiations with Sidewalk Labs, and they have relied on federal engagement with the Privacy Commissioner as well as ISED.

Tri-government Oversight

- DM-led oversight of Waterfront is being provided through an Inter-governmental steering committee (IGSC) chaired this year by DM Gillis, and that includes the City of Toronto Manager and Ontario Ministry of Infrastructure Deputy. The IGSC is actively engaged with Waterfront to identify issues, provide input and coordinate efforts to support progress on Quayside and other major initiatives like the Port Lands Flood Protection Project. The governments support Waterfront while being respectful of the corporation and its independent Board of Directors. INFC continues to collaborate with the City and the Province in supporting Waterfront on all aspects of the Quayside initiative, including those pertaining to business model, financial approach to implementation, and policy impacts.

Provincial Auditor General Report

- The Ontario Auditor General (OAG) will release a report of its “value-for-money” audit of Waterfront in early December. According to Waterfront and the Ontario Ministry of Infrastructure the recommendations are constructive and can be managed. However, although INFC has not seen the report, in terms of implications we understand it may include a commentary on the Quayside Request for Proposal (RFP) and process that led to the selection of Sidewalk Labs. INFC is developing a communications response to the audit’s release in coordination with Waterfront, the Ontario Ministry of Infrastructure, and City of Toronto.

Key Background

In October 2017, after a 6-month RFP, Waterfront's Board of Directors endorsed the selection of Alphabet subsidiary and Google sister company Sidewalk Labs as the Innovation and Funding Partner for the Quayside Project. On July 31, 2018 Waterfront signed an agreement with Sidewalk Labs that sets out a roadmap for completing the Master Innovation and Development Plan for the project and commits Sidewalk to fund up to USD \$50M for an initial phase of public engagement, joint planning and pilot project testing.

Focused on a 12-acre parcel on Toronto's eastern waterfront, the Quayside project is expected to lead to private sector investment to test scalable smart city technology and approaches that could then potentially be expanded onto the Port Lands area once remediated and flood protected. The Government of Canada has partnered with the City of Toronto and Province of Ontario to invest \$1.25B in the flood mitigation and reclamation of the 880 acre Toronto Port Lands adjacent the Quayside site over a seven year period (2018/19 – 2024/25). Waterfront is implementing the initiative on behalf of all three orders of government.

Waterfront is a not-for-profit entity with an independent Board of Directors established under provincial statute in 2001. Waterfront leads the Toronto Waterfront Revitalization Initiative (TWRI) and is responsible for overseeing operations, including hiring management and staff, and delivering on development projects. Provincial statute allows for all orders of government to appoint members to Waterfront's Board of Directors, and the Minister of Infrastructure and Communities is responsible for appointing four federal members. The Minister of Infrastructure and Communities is also responsible for federal matters relating to Waterfront. The Government of Canada has only been a financial contributor to specific projects, rather than funding the operations of the agency. For 2018-19 the Deputy Minister of INFC is Chair of the DM-level Inter-Governmental Steering Committee which serves as a focal point for intergovernmental management and coordination of matters related to the TWRI.

Next Steps

INFC, under the Investment, Partnerships and Innovation Branch, is supporting active engagement vis-a-vis waterfront's activities. Key upcoming events include:

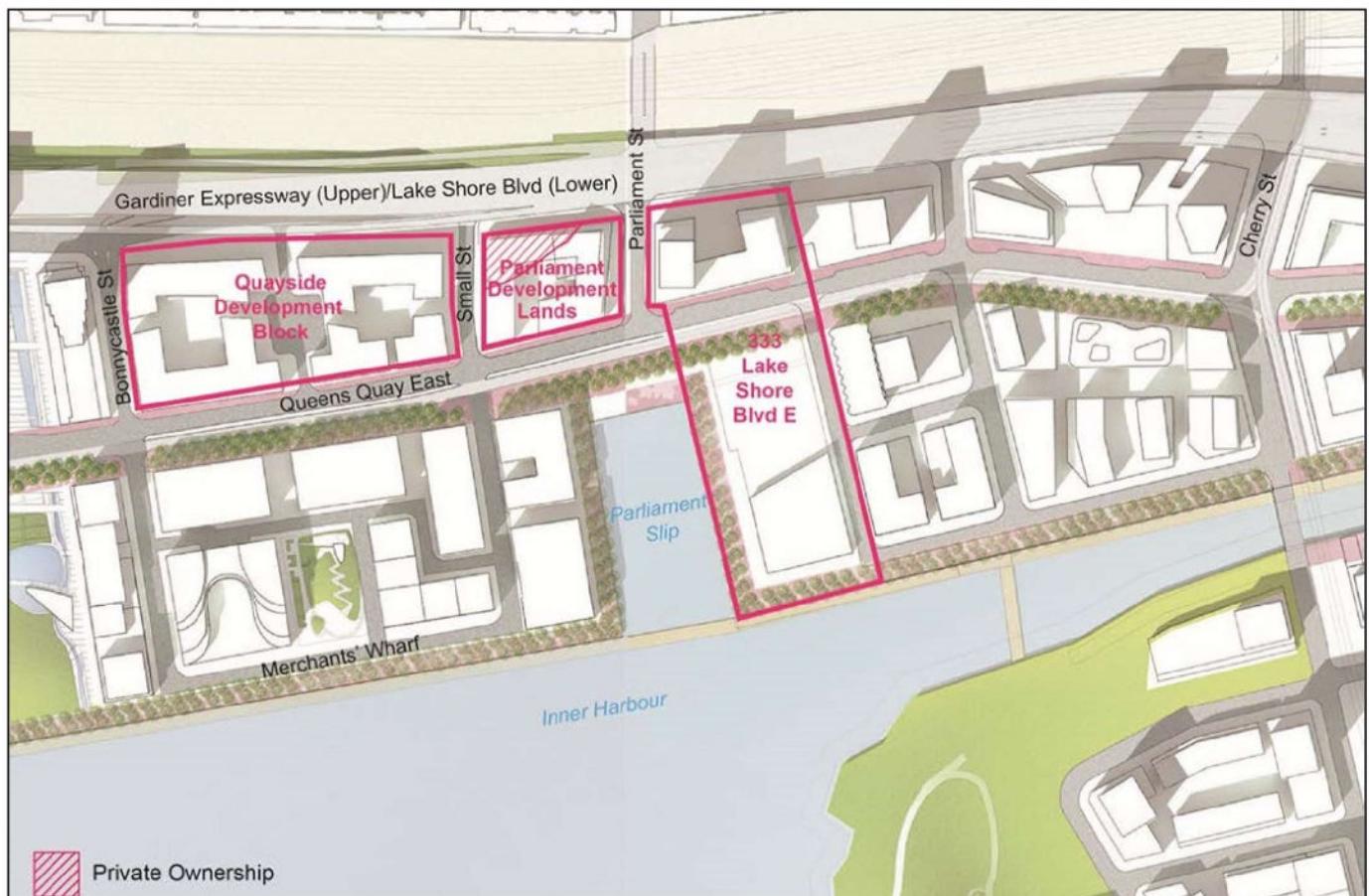
- Civic Lab November 23 (including experts, officials, and key stakeholders);
- Public Roundtable December 8;
- DSAP meeting December 13
- Release of Ontario AG report early December

Attachment:
Quayside site map

Attachment 1 - Quayside Map



The 12-acre Quayside site consists of [three separate blocks of land](#) located in downtown Toronto at the east end of Queens Quay (all owned by WT or City of Toronto, except where indicated). The agreement between Sidewalk and WT allows Sidewalk to explore project ideas that can be realized at scale and include these in the proposed Master Innovation and Development Plan (MIDP).



Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 22, 2018 12:43 PM
To: Faraday-Smith, Nancy (INFC)
Subject: TWRI Placematt.pptx
Attachments: TWRI Placematt.pptx

Importance: High

Tracking:	Recipient	Delivery
	Faraday-Smith, Nancy (INFC)	Delivered: 2018-11-22 12:43 PM

Toronto Waterfront Revitalization Initiative (TWRI)

Waterfront 1.0

In October 2000, Canada, Ontario, and Toronto announced a commitment of \$500 million each to the TWRI to fund "Waterfront 1.0". Funded a series of investments to start to transform the waterfront into sustainable new communities and to foster economic growth.

- Focused on the areas of Central Waterfront, East Bayfront and the West Don Lands.
- Canada's contribution flowed through over 50 contribution agreements. Funded parks, recreational and public spaces and strategic land acquisition - was also used to partially fund the Union Pearson Express and GO Transit (\$90M)
- Federal administration of the TWRI phase 1 contribution program ended on March 31, 2014

Canada \$500M Exhausted in 2012/13	Ontario \$500M Exhausted in 2015/16	Toronto \$500M \$100M scheduled to flow by 2022-23
---------------------------------------	--	---



- The Designated Waterfront Area is 800 hectares, roughly the size of Toronto's downtown core, from Bathurst Street to Sherbourne Avenue and Front Street to Bloor Street
- Waterfront Toronto has a \$30-billion long-term plan to transform 800 hectares of brownfield lands on Toronto's waterfront into beautiful, accessible and sustainable mixed-use communities and dynamic public spaces

Port Lands Flood Protection (2018/19 - 2024/25)

\$1.25 billion shared equally between three levels of government will open 356 hectares (880 acres) of waterfront land for long-term development.

Includes \$32.5 million in approved funding for the Cherry Street Stormwater and Lakewater project under the Clean Water and Wastewater Fund (CWWF)

and Prime Minister made a public announcement on June 28, 2017. Tri-government CA signed with WT on May 1, 2018

Intended Project Outcomes:

- | | |
|--|--|
| enhanced flood protection | remediation of undeveloped brownfields |
| the practice of sound environmental processes | enhanced storm water management |
| improved public access | enhanced critical infrastructure |
| improved environmental management of Toronto's waterfront area | increased capacity to adapt to climate change impacts; natural disaster and extreme weather events |
| more inclusive and accessible public spaces | increased opportunities for economic growth and development |



Project	Cherry Street Stormwater and Laketilling Project	Port Lands Flood Protection	Total funding by contributor
Government of Canada Contribution	\$32.5 million	\$384.2 million	\$416.6 million
Province of Ontario Contribution	\$16.25 million	\$400.4 million	\$416.6 million
City of Toronto Contribution	\$16.25 million	\$400.4 million	\$416.6 million
Total funding by project	\$65.0 million	\$1.185 billion	\$1.25 billion

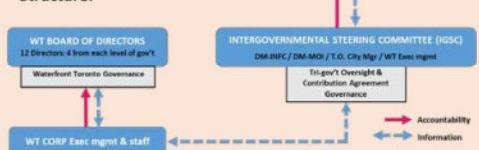
Waterfront Toronto (WT) - established in 2001 under provincial legislation as a not-for-profit entity mandated to lead and implement the TWRI

- 25-year mandate (2002/03 – 2027/28) set out in the TWRI Act with an option to "wind up" WT at year 20
- The Act provides for an independent **Board of Directors** comprised of a maximum of 13 members - Four by each level of government; one jointly-appointed Chair. Directors' term of office is for a maximum of 3 years with the option to be reappointed. WT's CEO reports to the Board Chair

WT A/CEO Federally-appointed Board Members



TWRI - Governance Structure:



- As of November 2015, the **Minister of Infrastructure and Communities** is responsible for federal activities relating to TWRI and for appointing Directors to the WT Board
- Intergovernmental Steering Committee (IGSC)** - serves as a focal point for intergovernmental management and coordination on matters related to the TWRI. WT reports its progress to the IGSC

- IGSC current composition:
- Deputy Minister, INFC (Chair for 2018/19)
 - Deputy Minister, Ontario Ministry of Infrastructure, City Manager, City of Toronto

Quayside

The Quayside project will encompass a mixed-use of 'smart' community concepts, innovative building, and connectivity techniques.

- In October 2017, after a 6-month RFP, Waterfront Toronto's Board of Directors endorsed the selection of **Sidewalk Labs LLC** as the Innovation and Funding Partner for the Quayside Project
- Expected to lead to millions of dollars in private sector investment to test scalable smart city technology and approaches that would then be expanded onto the Port Lands area.



The 12-acre Quayside site consists of three separate blocks of land located in downtown Toronto at the east end of Queens Quay

The Master Innovation and Development Plan

On July 31, 2018 Waterfront Toronto signed a Plan Development Agreement (PDA) with Sidewalk Labs. It sets out the basic terms and principles for the Quayside and Eastern Waterfront Master Innovation and Development Plan (MIDP) – to be finalized by Sept 2019

- The PDA commits Sidewalk to fund up to USD \$50M for an initial phase of public engagement, joint planning and pilot project testing.



Digital Strategy Advisory Panel (DSAP): Arms-length body created in April 2018 to provide WT with objective, expert advice on responsible data and technology use across all WT projects, including Quayside

- Meets in public monthly, reports to WT.
- Sidewalk presented DSAP with data governance proposals in Oct 2018

Current DSAP Members



Cariaga, Flordeliza (INFC)

From: Campbell, Glenn (INFC)
Sent: November 24, 2018 4:40 PM
To: Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)
Subject: Fw: Waterfront Backgrounder

See below. I can make changes to DSAP names and board as well. Need to find latest list of members.

Glenn Campbell
[REDACTED]

613 941-0722 (w)

From: Gillis, Kelly (INFC)
Sent: Saturday, November 24, 2018 3:48 PM
To: Campbell, Glenn (INFC)
Cc: Eyre, Jennifer (INFC)
Subject: Re: Waterfront Backgrounder

Hi, Thanks [REDACTED]



Thanks
Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Saturday, November 24, 2018 3:22 PM
To: Gillis, Kelly (INFC)
Cc: Eyre, Jennifer (INFC)
Subject: Waterfront Backgrounder

Kelly,
Please find attached a placemat backgrounder on Waterfront. Shawn pulled some visuals and key facts and photos onto a back to back sheet.
Welcome your comments. [REDACTED]

[REDACTED]
Glenn

Cariaga, Flordeliza (INFC)

From: Campbell, Glenn (INFC)
Sent: November 24, 2018 5:14 PM
To: Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)
Subject: RE: TWRI Placemat version 3.pptx
Attachments: Waterfront Placemat v 4.pdf

I made changes to Board members and DSAP panel

From: Tippins, Shawn (INFC)
Sent: November 24, 2018 1:13 PM
To: Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC)
Subject: TWRI Placemat version 3.pptx

Hi –

[REDACTED] please find attached a revised version of the draft TWRI placemat. I've made some tweaks to the text throughout and have added (extracted) the map and list of development activities along with some other visualas from the WT CSRSR report released earlier last week. The placemat is now two-sided (two slides). Formatted in MS PowerPoint. Hardcopy meant to be printed on 11x17 paper. I have also attached a version that I converted to a PDF. They're also saved on the G drive in the link below. If there's time next week maybe we can get COMMS creative services folks to help with further formatting/polishing.

<G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\TWRI Placemat>

Toronto Waterfront Revitalization Initiative (TWRI)

Waterfront 1.0

In October 2000, Canada, Ontario, and Toronto announced a commitment of \$500 million each to the TWRI to fund "Waterfront 1.0" which focused on a series of investments to start to transform the waterfront into sustainable new communities and to foster economic growth. Projects were focused on the Waterfront Designated Area Precincts of the Central Waterfront, East Bayfront and the West Don Lands.

Canada's contribution flowed through over 50 contribution agreements. Funded parks, recreational and public spaces and strategic land acquisition. Funds were also used to partially allocated for the Union Pearson Express and GO Transit (\$90M).

Federal administration of the TWRI phase 1 contribution program ended on March 31, 2014.

Canada \$500M Exhausted in 2012/13	Ontario \$500M Exhausted in 2015/16	Toronto \$500M \$100M scheduled to flow by 2022-23
---------------------------------------	--	---

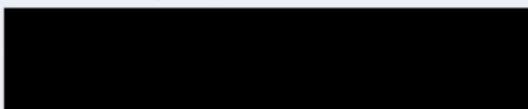


- The Designated Waterfront Area is 800 hectares, roughly the size of Toronto's downtown core, from Bathurst Street to Sherbourne Avenue and Front Street to Bloor Street
- Waterfront Toronto has a \$30-billion long-term plan to transform 800 hectares of brownfield lands on Toronto's waterfront into beautiful, accessible and sustainable mixed-use communities and dynamic public spaces

Port Lands Flood Protection (2018/19–2024/25)

\$1.25 billion shared equally between the 3 levels of government will open 356 hectares (880 acres) of waterfront land for long-term development

This includes \$32.5 million in approved funding for the Cherry Street Stormwater and Lakewater project under the Clean Water and Wastewater Fund (CWWF).



The Prime Minister announced funding on June 28, 2017, and a Tri-government contribution agreement was signed with WT on May 1, 2018.

Intended Project Outcomes:

- | | |
|--|---|
| enhanced flood protection | remediation of undeveloped brownfields |
| the practice of sound environmental processes | enhanced storm water management |
| Improved public access | enhanced critical infrastructure |
| Improved environmental management of Toronto's waterfront area | increased capacity to adapt to climate change impacts, natural disasters and extreme weather events |
| more inclusive and accessible public spaces | increased opportunities for economic growth and development |



Project	Cherry Street Stormwater and Lakewater Project	Port Lands Flood Protection	Total funding by contributor
Government of Canada Contribution	\$32.5 million	\$384.2 million	\$416.6 million
Province of Ontario Contribution	\$16.25 million	\$400.4 million	\$416.6 million
City of Toronto Contribution	\$16.25 million	\$400.4 million	\$416.6 million
Total funding by project	\$65.0 million	\$1.185 billion	\$1.25 billion

Waterfront Toronto (WT), established in 2001 under provincial legislation as a not-for-profit entity mandated to lead and implement the TWRI with a 25-year mandate (2002/03–2027/28) set out in the TWRI Act with an option to "wind up" WT at year 20. The Act provides for an independent **Board of Directors** comprised of a maximum of 13 members – 4 by each level of government and 1 jointly-appointed Chair. Directors' term of office is for a maximum of 3 years with the option to be reappointed. WT's CEO reports to the Board Chair.

WT A/CEO Board Chair Federally appointed Board Members and term end-dates



Michael Nobrega (ON) Helen Burstyn (ON) Sevaun Palvetzian (Nov 2019); Jeanhy Shim (Jun 2020); Janet Rieks-Alderman (Nov 2019); Mazyar Mortazavi (Dec 2019)

Other Board Members include: Denzil Minnan-Wong (TO), Mohammed Dhanani (TO); Stephen Diamond (TO); Susan Henderson (TO); Meric Gertler (ON); Vacancy (ON)

Governance

WTI - Governance Structure:



As of November 2015, the **Minister of Infrastructure and Communities** is responsible for federal activities relating to TWRI and for appointing Directors to the WT Board. **Intergovernmental Steering Committee (IGSC)** - serves as a focal point for intergovernmental management and coordination on matters related to the TWRI. WT reports its progress to the IGSC

- IGSC current composition:
• Deputy Minister, INFC (Chair for 2018/19)
• Deputy Minister, Ontario Ministry of Infrastructure,
• City Manager, City of Toronto

Quayside

The Quayside project will encompass mixed-use 'smart' community concepts and innovative building and connectivity techniques.

In October 2017, after a 6-month RFP, Waterfront Toronto's Board of Directors endorsed the selection of **Sidewalk Labs LLC** as the Innovation and Funding Partner for the Quayside Project.

This is expected to lead to millions of dollars in private sector investment to test scalable smart city technology and approaches that would then be expanded onto the Port Lands area.

The Master Innovation and Development Plan

On July 31, 2018 Waterfront Toronto signed a Plan Development Agreement (PDA) with Sidewalk Labs. It sets out the basic terms and principles for the Quayside and Eastern Waterfront Master Innovation and Development Plan (MIDP) – to be finalized by Sept 2019.

The PDA commits Sidewalk to fund up to USD\$50M for an initial phase of public engagement, joint planning and pilot project testing.



The 12-acre Quayside site consists of 3 separate blocks of land located in downtown Toronto at the east end of Queens Quay (Mostly owned by WT/City of Toronto)



Digital Strategy Advisory Panel (DSAP): Arms-length body created in April 2018 to provide WT with objective, expert advice on responsible data and technology use across all WT projects, including Quayside. Sidewalk presented DSAP with data governance proposals in Oct 2018. DSAP meets publicly every month and reports to WT. Members:

- Chair: Dr. Michael Geist, Law Professor, Canada Research Chair in Internet and E-commerce Law, University of Ottawa
- David Dame, Agile Leader, Digital Factory, Scotiabank
- Charles Finley, Global Director of Marketing & Communications, IBM Group
- Darin Graham, Head of Canadian AI Operations, Samsung
- Kurtis McBride, Chief Executive Officer Mivision Technologies Incorporated
- Carlo Ratti, Director, MIT Senseable City Lab
- Pamela Robinson, Associate Professor, School of Urban and Regional Planning, Ryerson University
- Dr. Teresa Scassa, Canada Research Chair in Information Law and Policy, University of Ottawa, Faculty of Law
- Jutta Treviranus, Director and Professor at Inclusive Design Research Centre, OCAD University
- Kevin Tuer, Managing Director, Canada's Open Data Exchange
- Mark Wilson, former IBM Executive and former Chair, Waterfront
- Paulina Aston, VP, Data Management & Governance, Personal & Commercial Banking, RBC
- Andrew Clement, Professor Emeritus, Faculty of Information, University of Toronto

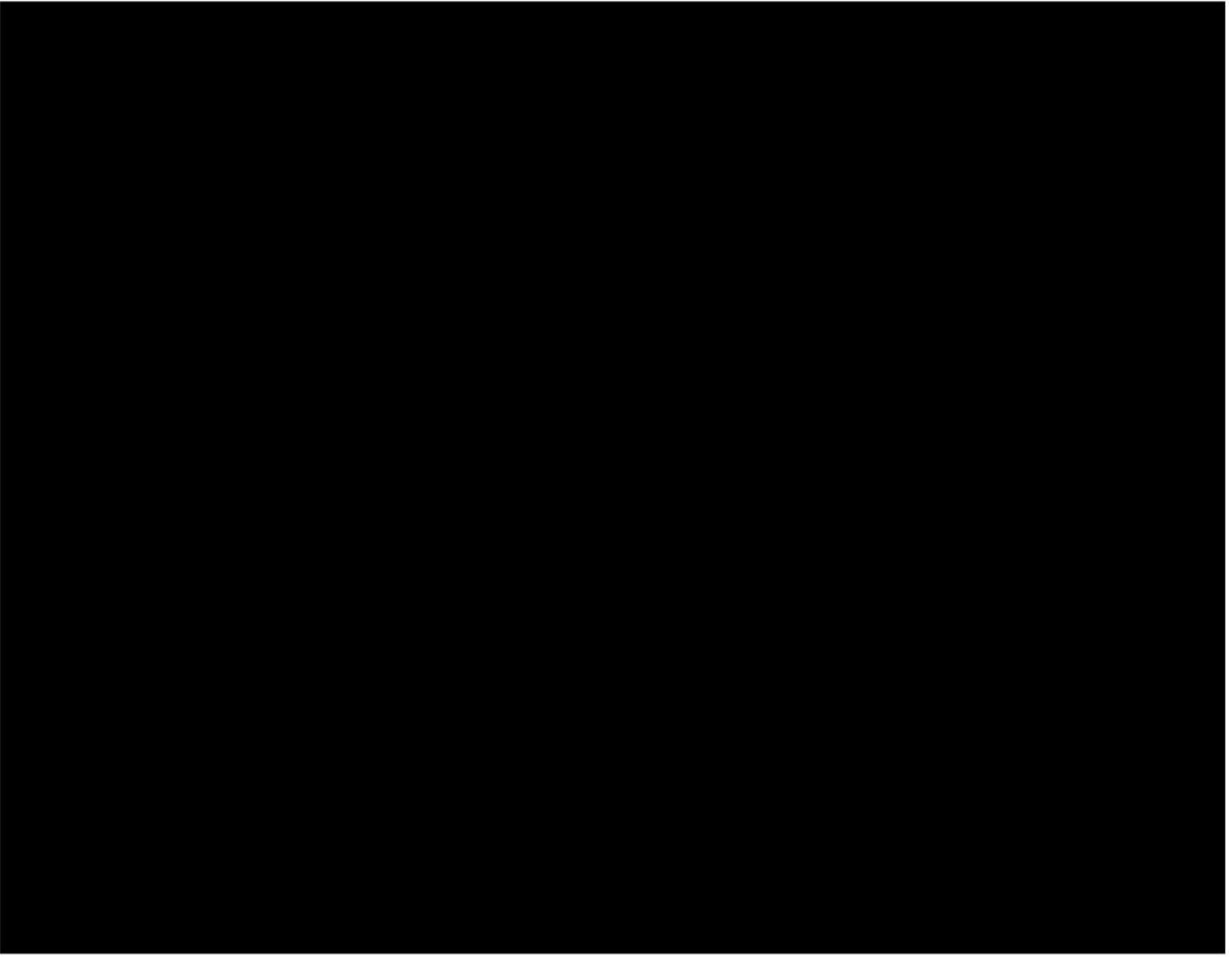
Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 26, 2018 11:20 AM
To: Tippins, Shawn (INFC); Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC); Campbell, Glenn (INFC); Zewede, Heywet (INFC)
Subject: RE: Points for this afternoon's call with Meg Davis, Waterfront Toronto

We'll also provide a hard copy formatted version. Coming momentarily.

Nancy

From: Tippins, Shawn (INFC)
Sent: November 26, 2018 11:03 AM
To: Faraday-Smith, Nancy (INFC) ; Ladouceur3, Natalie (INFC) ; Boudreau, Marcia (INFC) ; Campbell, Glenn (INFC) ; Zewede, Heywet (INFC)
Subject: Points for this afternoon's call with Meg Davis, Waterfront Toronto



**Pages 445
is withheld
pursuant to paragraphs
21(1)(a) and 21(1)(b)
of the *Access to Information Act***

**Le page 445
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

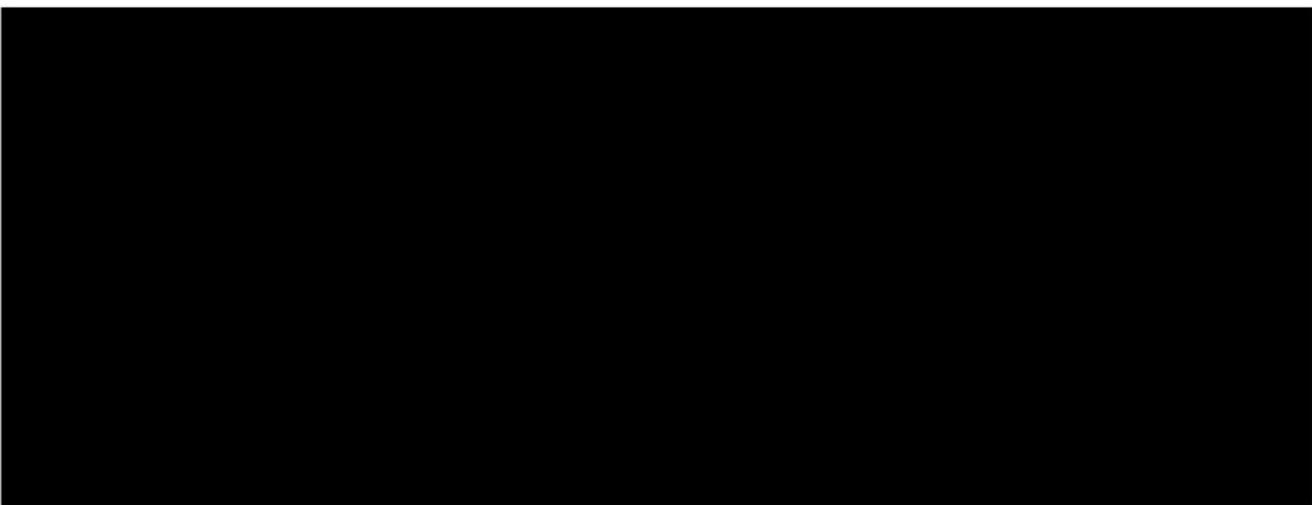
From: Faraday-Smith, Nancy (INFC)
Sent: November 26, 2018 11:37 AM
To: Tippins, Shawn (INFC); Boudreau, Marcia (INFC)
Cc: Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC)
Subject: KMs - weekly call with WT - Nov 25 2018
Attachments: KMs - weekly call with WT - Nov 25 2018.docx

Attached are the (slightly revised) Key Messages for Glenn's call with Meg Davis. Will bring hard copy now.

KMs are saved here: <G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\ADM calls and meetings>

SWL's deck on Responsible Data Use – which is referenced in the KMs – is saved here: <G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\SWL Roundtables\Roundtable 4 - Dec 8th>

Nancy

WEEKLY CALL WITH WATERFRONT TORONTO**KEY POINTS****Monday, November 25, 2018****Civic Lab**

- Civic Lab went well. We look forward to seeing the facilitator's report.
- Any major take-aways for you or the DSAP? Did anything surface in the discussion that surprised you?
- There was a diversity of perspectives – are you satisfied that we are capturing the right audience through this engagement – or are we just winding up with the usual suspects?

**IP Civic Lab (January TBC)**

- We'll work to bring a federal presence to the IP civic lab in January. If you can give us some specifics in terms of themes/topics/issues/substance that would help us to bring in the right person/people.

MaRS Data trust event Tues, Nov 27th

- Data trust is at the heart of the data governance aspect of the project. It's important that we get this right.
- A colleague from our SCC directorate had received an invitation and is attending. Shawn will also be there.
- For events focused in policy issues, including such as this, important that I and my team are aware and are given the opportunity to be present.

Port Lands Groundbreaking Wed, Nov 28th

- As mentioned last week. Minister Champagne will be at the event. Everything looks like it's a go on our end. [REDACTED]

MIDP

- Still looking to organize ADM level visits in the near future with T.O. and MOI.
- I understand Nancy has reached out to Waterfront regarding coordination.
 - *[As host, suggestion is that WT may be best placed to organize but INFC happy to step in as needed]*

SWL Public Roundtable #4 Sat, Dec 8th

- Thanks for sharing the materials for this.
 - *See attached the deck for breakout session #4 – Responsible Data Use.*
 - *Other breakout sessions address Site Plan and Transportation; Housing Affordability; and Sustainability*
- Can you just briefly walk us through the set-up for the RT?
- Will WT be presenting the MIDP evaluation framework?
- Nancy and Shawn planning to attend.

Cariaga, Flordeliza (INFC)

From: Rybicki, Jonathan (INFC)
Sent: November 26, 2018 12:29 PM
To: Tippins, Shawn (INFC)
Subject: Background for EP's Participation at MaRs
Attachments: Background for EP's Participation at MaRs.docx; Annex C - Quayside Digital Governance Proposal_.pdf

Hi Shawn,

Here is the background that I put together for Eric for tomorrow. I hope that this helps!

Jonathan

Data Trusts

Issue: Data trusts are emerging as a potential tool for data governance to address issues that have been raised through smart cities initiatives such as Waterfront Toronto's Quayside project and the pan-Canadian Smart Cities Challenge.

Background: As a tool for data governance, data trusts are being viewed as an effective architecture framework that can be used to manage the consent and use of data.

There are five parts to a data trust, namely, the grantor, assets, trustees, purpose and beneficiaries. In a trust framework, a grantor transfers legal ownership of an asset to a trustee, who manages the asset in the interest of a beneficiary. In the case of how a data trust might be operationalized in a smart cities context, the assets would be defined as data, the grantor the community, the trustee the governance body established and the beneficiary the residents of a community.

Data trusts can exist in many different ways, depending on how the governance relationship is structured through the legal contract that sets it up. For example, Sidewalk Labs has proposed the idea of a civic data trust as a governance solution for the Waterfront Quayside project. In this case, a civic data trust would strip identifying information from data generated by people living in, working in, and visiting the community while allowing people and companies to access it freely to study and develop innovations.

Considerations

- **Data trusts are flexible** – they can be adapted in different contexts as a legal contract and act as a flexible governance mechanism that can be established to reflect the unique needs of the beneficiaries that they serve.
- **Trusts aren't established overnight** – the legal proceedings required to establish a data trust will vary according to the context, however the consensus required among the stakeholders can lead to a lengthy process.
- **Public engagement** – there are concerns that it takes time to understand the real users of data and as such, stakeholder engagement that defines the purpose of a data trust might not always lead to a governance framework that acts in the interests of all beneficiaries.
- **Trusts as a standard in the public sector** – the UK and Australia are examining the use of data trusts as a contracting standard for the sharing of public and private-sector data. Thinking around this is being driven by the evolving demand for access to data to drive the effective use of AI.

Experts engaged by INFC

- [REDACTED] **CIGI fellows** provided an overview of data trusts with members of the SCC team, the Waterfront team and ISED's Marketplace framework branch. In their discussion they advised that data trusts are a nascent concept, however there may be a good opportunity through initiatives like the smart cities challenge to experiment with them on a smaller scale as a tool for data governance.
- [REDACTED] **Members of the Council for Canadian Innovators** held a roundtable about smart cities that was attended by the Deputy and Gerard Peets. During this encounter, there was a strong concern raised over the level of data control and proposal that INFC mandate the use of data trusts among finalists of the Smart Cities Challenge.
- **IEEE and CIO Strategy Council** held a workshop on *the Future of Data Governance*. Data trusts were one of the mechanisms discussed that could be used to implement effective data governance.
- **ISED's Marketplace Frameworks team** has been conducting research on data trusts as a means of protecting sensitive commercial data and information through PIPEDA.
- **INFC's Waterfront Team** has been active in looking at data trusts as a tool for data governance, especially given the criticisms raised from civil society on the Quayside project regarding data ownership and control.

Additional Background

Creation of a Civic Data Trust for Quayside Project

- On October 2017, Waterfront Toronto announced that Sidewalk Labs, Google's sister company, had been chosen as the official Innovation and Funding Partner for the Quayside Project. Both Sidewalk Labs and Waterfront Toronto stated that they would work closely with the community to develop a master innovation plan.
- Sidewalk Labs' vision for the Quayside Project was to create a technology-driven neighborhood on the city's eastern waterfront. This development project would include sensors aimed at helping city planners find efficiencies. The approach, however, raised many questions about data collection, privacy, and information storage and use.
- Consequently, in October 2018, Sidewalk Labs launched its Draft 'Data Governance Proposal' (Annex C). In the draft proposal, Sidewalk Labs argued that all data should be held by an independent "Civic Data Trust." The Data Trust would function as an independent third-party, responsible for the collection, use, management, and potential storage of all data originating at Quayside.

- Moreover, a Data Review Board, assembled of diverse members of the Toronto community, would monitor and enforce all data collection and use from the Quayside Project. Thus, Sidewalk Labs claims that they would have no special access to the data collected, and that these governance proposal may be monitored to suit the community's needs.

Issues around anonymizing Data (Ann Cavoukian)

- In Sidewalk Labs' proposed governance structure, the company cited consulting Ann Cavoukian, the three-term Information and Privacy Commissioner of Ontario. Dr. Cavoukian was also brought on as an advisor to the Quayside Project. Dr. Ann Cavoukian was one of several experts, privacy regulators, and Toronto residents that Sidewalk Labs claims to have consulted.
- Nevertheless, shortly after the release of Sidewalk Labs' Draft Data Governance Proposal, Dr. Ann Cavoukian resigned from her role. Accordingly, Dr. Cavoukian's resignation was supposed to make a strong statement about the project's use and collection of data. Although Sidewalk Labs claimed that all data would be de-identified at source, she later discovered that this would not be the case.
- While Sidewalk Labs committed to anonymizing all data being collected, Dr. Cavoukian had discovered that the oversight mechanisms Waterfront Toronto established had no authority over other companies involved in the project, and whether these groups would agree to de-identify the data being collected at Quayside. This failure resulted in Dr. Cavoukian leaving the project.
- Using her position and stature, Dr. Ann Cavoukian has publicly stated that "the project is in danger of becoming a surveillance city, unless data is stripped of personal details from the start." Although she is no longer directly involved in the project, Dr. Cavoukian has agreed to meet with Waterfront Toronto to seek a commitment that all information being collected will be de-identified at source.

Links to additional resources:

CIGI Video on Data Trusts

<https://www.cigionline.org/multimedia/data-trusts-defining-what-how-and-who-can-use-your-data>

Open Data Institute on Data Trusts (Global Perspective on Data Trusts)

<https://theodi.org/article/defining-a-data-trust/>

Sidewalk Labs Data Governance Brief

<https://www.sidewalklabs.com/blog/an-update-on-data-governance-for-sidewalk-toronto/>

Articles on Civic Data Trusts for Quayside

<https://www.theglobeandmail.com/business/article-sidewalk-labs-to-make-data-publicly-available-via-trust/>

<https://business.financialpost.com/pmn/business-pmn/sidewalk-labs-unveils-draft-data-and-privacy-plans-for-high-tech-toronto-project>

<https://ottawacitizen.com/technology/facing-privacy-backlash-sidewalk-labs-proposes-giving-data-to-a-public-trust/wcm/581ecdfd-432d-4ba5-b980-854bbe1ed7b1>

Sidewalk Labs

October 2018

Digital Governance Proposals for DSAP Consultation

DRAFT PROPOSALS

TABLE OF CONTENTS

- 01 Introduction**
- 02 Civic Data Trust and Urban Data**
- 03 Responsible Data Impact Assessment Process (RDIA)**
- 04 Governance Case Studies**
- 05 Open Digital Infrastructure and Services**
- 06 Data Localization**
- 07 Summary**
- 08 Questions for Discussion**

DRAFT PROPOSALS

-
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DRAFT PROPOSALS

Sidewalk Labs started with a belief...

By integrating forward-thinking urban design and technological solutions we aim to address urban challenges experienced around the world and fundamentally improve quality of life in cities.

We began by speaking with experts from around the world

in fields like mobility, affordable housing, construction, technology, policy, planning, and governance.

From those conversations we envisioned new experiences that could be possible in a new type of city.

Among the new experiences we imagined, we recognized a common theme — that many involved utilizing data in new ways.

We knew that technology could catalyze these solutions, and data would make them better. But we also knew that data for data's sake or tech for tech's sake would not improve quality of life.

From the outset we knew that the monetization of data would not be part of our business model. That is why we committed not to sell personal information or use it for advertising purposes.

The New York Times
TECHNOLOGY

Sidewalk Labs, a Start-Up Created by Google, Has Bold Aims to Improve City Living

June 2016

The Silicon Valley giant is starting and funding an independent company dedicated to coming up with new technologies to improve urban life. The start-up, Sidewalk Labs, will be headed by Daniel L. Doctoroff, former deputy mayor of New York City for economic development and former chief executive of Bloomberg L.P. Mr. Doctoroff jointly conceived the idea for the company, which will be based in New York, with a team at Google, led by its chief executive, Larry Page.

The founders describe Sidewalk Labs as an "urban innovation company" that will pursue technologies to cut pollution, cut energy use, streamline transportation and reduce the cost of city living. To achieve that goal, Mr. Doctoroff said Sidewalk Labs planned to build technology itself, buy it and invest in partnerships.

A FEW SPECIFIC EXAMPLES

Streets that prioritize safety, pedestrians, and cyclists, because they are designed to anticipate shared, self-driving vehicles that wouldn't need much parking and could communicate with each other and with adaptive traffic lights. This would mean significant amounts of street space given back to pedestrians and cyclists, less congestion, and improved safety.

Buildings with a far more diverse and vibrant mix of uses as a result of "outcome-based code," which doesn't require uniformity of use but rather ensures structural integrity, air quality, and noise levels through conditions-sensing technology.

Significantly reduced carbon emissions achieved by technology that monitors and manages energy demand across the neighbourhood.

...and many more

DRAFT PROPOSALS

We conducted extensive consultations on responsible data use

Over the past year, as Sidewalk Labs prepares a “Master Innovation and Development Plan,” we have had extensive consultations with experts, government, regulators, and residents in Toronto and across Canada.

We engaged Dr. Ann Cavoukian, the three-term Information and Privacy Commissioner of Ontario, who created the internationally adopted **Privacy by Design framework**, as an advisor to the project.

We meet regularly with privacy regulators to talk about our plans and seek guidance.

Sidewalk Toronto is the first participant in the Office of the Privacy Commissioner of Canada’s newly formed Business Advisory Directorate.

We convened a Data Governance Working Group of academics, former regulators, technologists including Canada’s leading expert on de-identification, private sector leaders, and community representatives who have advised us on topics ranging from responsible data use in product development to governance and stewardship issues.

We talked to the private sector—early stage startups and large multinationals—about what they see as key opportunities and challenges.

We participated in the public consultations around Canada’s National Data Strategy.

We carefully considered feedback from public roundtables, the Residents Reference Panel, and the Sidewalk Toronto Fellows report.

We studied examples from around the world of best practices, policy innovations, and lessons learned.

We welcomed thousands of people from Toronto and around the world to 307 to engage with our team in conversations about every issue we are looking at, including data.

We established a research grant program to explore a range of complex issues, including the intersection of privacy and the collection of non-personal information in the physical environment.



We engaged privacy regulators on issues related to digital governance

Excerpt from the Office of the Privacy Commissioner of Canada
(Annual Report to Parliament, September 27, 2018).

6 We announced in May 2018 our first advisory project involving Sidewalk Toronto, a smart-city endeavor between Waterfront Toronto and Sidewalk Labs,

owned by Google's parent company Alphabet. The initiative involves building a technology-driven neighbourhood on the city's eastern waterfront that includes sensors aimed at helping city planners find efficiencies.

Understandably, it is raising many questions about data collection, privacy, where the information will be stored and how it might be used.

Along with colleagues from the Office of the Information and Privacy Commissioner of Ontario, members of our Business Advisory Directorate met with those behind the project to learn more about it and how they were addressing some of these privacy concerns.

We also reminded officials of key privacy principles, including identifying the purposes for collection, obtaining consent, ensuring individuals could access their own personal information and being accountable for protecting the data and being clear about who owns it.

Overall, we are encouraged by Sidewalk Toronto's efforts to proactively address privacy and data security in the design and implementation of the initiative.

Given the project is still in its early stages, we are continuing to monitor developments and proactively engage with Sidewalk Toronto officials as it progresses. We also hope the advice we provide will be helpful as other smart city initiatives pop up across the country. ↗



Office of the Privacy Commissioner of Canada

A composite image showing the front cover of the 2017-18 Annual Report to Parliament. The cover features a dark blue background with a grid pattern of white squares. A hand is visible holding a pen over a white sticky note on a wooden desk. The title "2017-18 Annual Report to Parliament" and subtitle "on the Personal Information Protection and Electronic Documents Act and the Privacy Act" are printed at the top. The bottom half of the image shows a dark blue banner with the text "TRUST BUT VERIFY" and "Rebuilding trust in the digital economy through effective, independent oversight" in white, along with the words "DRAFT PROPOSALS" in large, light blue letters.

A range of concerns and questions surfaced with regard to data and the Quayside project

Confusion about Sidewalk Labs' plans related to data, exacerbated by the time it has taken to work through complicated issues

Concern that data monetization is a key part of Sidewalk Labs' business model

An array of questions:

- **Is Sidewalk Labs**, and this project, intended to be a data source for Google?
- **How will data—particularly data collected in the physical environment**, which some argue should be considered a public asset—be protected and governed?
- **Who will own and control the data** that originates in Quayside's physical environment?
- **How do we address the difficulty of obtaining consent** when collecting data in the physical environment?
- **What are the respective roles of Sidewalk Labs**, other private sector players, and governments when it comes to data and technology?
- **How do we ensure all innovators**, including Sidewalk Labs, will be on equal footing in Quayside?
- **How do we make sure the protections of Canadian law apply to all data** originating in Quayside?

AN ONGOING, COLLABORATIVE PROCESS

This presentation to the Waterfront Toronto Digital Strategy Advisory Panel includes ideas formed in response to what we've heard and learned.

We will use this opportunity and ongoing consultations to further develop these ideas into components of the **Master Innovation and Development Plan, a draft of which will be released in early 2019**.

In the coming months, we will return to the DSAP for discussion of several other topics: intellectual property; charter, governance structure and implementation of the Data Trust; data security, including technological approaches to protecting personal identity and information; and case studies on technologies planned to be implemented by Sidewalk Labs in Quayside. We will also continue conversations on the Responsible Data Use Guidelines and the Responsible Data Impact Assessment.

DRAFT PROPOSALS

Sidewalk Labs determined that Privacy by Design would be embedded into all of our projects, from the beginning

Privacy by Design is an essential component of fundamental privacy protection that served as Sidewalk's first building block as we formulated an approach to Responsible Data Use.

FOUNDATIONAL PRINCIPLES	SIDEWALK LABS' IMPLEMENTATION
Proactive not Reactive Preventative not Remedial	Sidewalk Labs is developing and will utilize cutting edge privacy-enhancing technologies including k-anonymity, edge computing, and other de-identification techniques.
Privacy Embedded into Design	Sidewalk Labs conducts Responsible Data Impact Assessments (RDIAs) to enable consistent and transparent decision making. Every project/product starts with a detailed, nuanced discussion of how it is going to interact with data and protect the rights of individuals.
Privacy as the Default Setting	Sidewalk Labs designs projects/products to add value <i>without</i> collecting personal information if possible. If personal information is required, Sidewalk destroys the data as close to the source as possible; or de-identifies data using world-class techniques.
Full Functionality Positive-Sum, not Zero-Sum	Sidewalk Labs not only embeds privacy into urban development projects, but seeks to develop technologies that benefit the project as well as enhance privacy for the individual.
End-to-End Security Full Lifecycle Protection	Sidewalk Labs engages the best and brightest tech and policy thinkers to inform our processes and practices. Sidewalk utilizes (and develops) state of the art technology and processes to protect personal information from loss, theft, and unauthorized access.
Visibility and Transparency Keep it Open	Sidewalk Labs proactively communicates the reason we are collecting data and the benefits to individuals when we ask for their personal information, in a clear and easy to understand manner.
Respect for User Privacy Keep it User-Centric	Sidewalk Labs is developing ways of providing services which allow user-centric data management and anonymous authorization for access control.

PRIVACY BY DESIGN

In October 2010, regulators at the International Conference of Data Protection Authorities and Privacy Commissioners unanimously passed a resolution recognizing Privacy by Design as an essential component of fundamental privacy protection.

Privacy by Design embeds privacy measures into the design of a project, asking questions such as: *"What is the minimum data you really need to accomplish the goal?"* and *"Do you need personal information, or can you accomplish it with de-identified data?"*

Since then, Privacy by Design has developed into a global presence and has been translated into 40 languages.

DRAFT PROPOSALS

We established and continue to refine Responsible Data

Use Guidelines that serve as a foundation for our work

These Responsible Data Use Guidelines guide our work on the development of policies that implement **Privacy by Design** and address data stewardship and access to data.

- **People first.** All projects must apply Canadian values of diversity, inclusion, and privacy as a fundamental human right.
- **Beneficial public purpose.** There must be a clear public purpose and value to the proposed use of Urban Data. A proposal cannot collect data for data's sake.
- **Transparency and clarity of usage.** Projects must always inform individuals of how and why their information is being collected and used, and do so in a way that is proactive, clear, and easy to understand. For Urban Data in public spaces, where meaningful consent cannot be reasonably or reliably achieved, clarity of usage can include efforts such as physical signs notifying people of a data device, or informational websites describing a service or program in greater detail.
- **Meaningful consent.** If a person opts into a service that uses individual identification, that person must have meaningful consent or control over how the information is used. Meaningful consent must go beyond current privacy policies, which are typically long and written in legalese, balancing the substance necessary for legal consent with a simplicity that people can understand.
- **De-identify by default.** Urban Data that includes personal information must be "de-identified" by default – designed not to trace back to any individual. For example, if a traffic counter collects an image of three cars that includes license plates, this data can be de-identified by processing a count of "three cars" and deleting the raw image containing the license plate information. Once de-identified, a data set is considered to no longer contain personal information, as the risk of re-identification is extremely low.
- **Open by default.** All de-identified Urban Data gathered in the public realm will be made open, free, and available in the public domain by default to encourage innovation and reflect the role of Urban Data as a collective good.
- **No ads by default.** By default, companies, organizations, or individuals will not sell Urban Data containing personal information to third parties or use it for advertising purpose.

NEED FOR A ROBUST FRAMEWORK

The pace at which the world is changing has underscored the need – and the opportunity – to create a new framework for responsible data use in Quayside:

- **People are more connected now** than ever before, and the proliferation of data raises real concerns about the impact on personal privacy.
- **Recent high-profile examples of data and privacy breaches** or misuse have further evidenced the potential impact of inadequate privacy protection.

DRAFT PROPOSALS

Sidewalk Labs' proposed approach to digital governance aims to serve as a model for cities around the world

Sidewalk's proposed approach to digital governance in Quayside will demonstrate to Toronto, Canada, and the rest of the world that cities do not need to sacrifice their values of inclusion and privacy for opportunity in the digital age.

Our approach to digital governance is based on the position that:

- **Independent governance** is necessary to protect personal and public interests across areas of data stewardship, privacy, access, and security—in addition to government enforcement of Canadian and Ontario privacy laws and regulations
- **All parties**, including Sidewalk Labs, collecting and/or using data in the physical environment of Quayside will be held to the same high standards of digital governance
- **Information architecture and services** should be open, enabling and promoting innovation by the many, not the few

Based on these positions, we propose four key components of a framework for digital governance in Quayside:

- **Responsible Data Use (RDU) Guidelines:** Application of the guidelines to all parties in Quayside, not just Sidewalk Labs, to put personal privacy and the public good first, while fostering innovation
- **Civic Data Trust:** An independent entity to control, manage, and make publicly accessible all data that could reasonably be considered a public asset, and a set of rules that would apply to all entities operating in Quayside, including Sidewalk Lab. With the Data Trust, we move away from entities, including Sidewalk Labs, solely owning and controlling these assets.
- **Responsible Data Impact Assessment (RDIA):** Publicly auditable assessment for all public and private digital services required before data is collected and used
- **Open Standards:** Sidewalk will base its technology on open standards, making it easy for others to build and connect new services, offer competitive alternatives, and drive innovation; the Data Trust might consider encouraging or requiring open standards, as well

KEY TAKEAWAYS

No one should own original information collected from Quayside's physical environment—including Sidewalk Labs. Instead, this "Urban Data" should be under the control of an **Independent Civic Data Trust**.

To protect privacy, all entities proposing to collect or use Urban Data (including Sidewalk Labs) will have to file a **Responsible Data Impact Assessment** with the Trust that is publicly available and reviewable.

With regard to the use of data, **one set of rules will apply to everyone**. Sidewalk Labs will not receive any special treatment.

Sidewalk Labs will use open standards for any digital infrastructure and services it provides—so anyone can plug in or compete.

DRAFT PROPOSALS

-
- 01 Introduction**
 - 02 Civic Data Trust and Urban Data**
 - 03 Responsible Data Impact Assessment Process (RDIA)**
 - 04 Governance Case Studies**
 - 05 Open Digital Infrastructure and Services**
 - 06 Data Localization**
 - 07 Summary**
 - 08 Questions for Discussion**

DRAFT PROPOSALS

11

Data Trusts are beginning to be used to govern data in urban contexts

A Civic Data Trust is a model for stewardship and management of data and digital infrastructure that approves and controls the collection and use of data for the benefit of society and individuals.

A Civic Data Trust is particularly useful where data is being collected and used in an urban environment and there are challenges in obtaining meaningful consent.

It is an independent third party that ensures that value from data goes to the people, communities, government, industry, and society from which it was collected, and that data privacy and security are protected. **A Data Review Board**, assembled of diverse members of the community, would monitor and enforce data collection and use.

Other cities, countries, and organizations around the world, including Canada, Barcelona, Estonia, Guernsey Island, and the Copenhagen-Hitachi City Data Exchange, have implemented variations of data trusts.

GLOBAL EXAMPLES OF DATA TRUSTS

Data trusts come in different forms and structures, two of which are:

Barcelona Model: Trusted Intermediary and a Data Commons

Barcelona's CityOS is the city's internal data lake, which is managed by the city's Chief Data Officer. In this model, all of the data is pooled into one central repository, a "commons", and managed by a trusted intermediary. Some datasets are made publicly available under degrees of openness via APIs. Some data is available through Decidim, Barcelona's digital democracy portal, or BCNow, its data dashboard. 'Sentilo' is Barcelona's main sensor platform for environmental or ambient data. Barcelona's projects are funded by the EU Commission's DECODE.



Estonia Model: API Framework Management

Estonia's X-Road data exchange platform is based on an approach where each collector of data stores its own data, which are standardized and accessed through APIs that are managed by the Trust. It is a repeatable framework of terms and conditions with APIs that allow developers and others to access data for testing, product development, and data analytics.



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Proposal: A Civic Data Trust for Quayside

The stewardship, management, and responsibility for data that is collected and used needs to sit with an independent entity whose sole responsibility is to protect the public interest.

The Trust would be an independent body with the mandate of being a steward of data collected in the physical environment, which we call **Urban Data**.

- **Following Responsible Data Use Guidelines, the Trust would approve and control** the collection and use of, manage access to, and, potentially, store Urban Data originating in Quayside. This would be on top of—not in the place of—existing law, regulation, and government enforcement.
- **The Trust would, as a default, make de-identified Urban Data freely and publicly accessible—and not owned by any private entity.** The Trust would consider applications to collect Urban Data that involves personal information (e.g. CCTV cameras) or proposals to collect Urban Data on a proprietary or commercial basis.
- **In performing those functions, the Trust would be guided by a charter** focused on ensuring that Urban Data is collected and used in a way that is beneficial to the community, protects privacy, and spurs innovation and investment.
- **The governance of the Trust** would apply to all entities operating in Quayside.

BENEFITS OF THE CIVIC DATA TRUST

- **Protects** the public interest
- **Curtails** private ownership of data that might reasonably be considered a public asset
- **Ensures** compliance with data protection and privacy laws
- **Upholds** a set of values and processes for the beneficial use of data
- **Organizations** can share their data with other entities across different sectors for mutual benefit
- **Access** to different data sources allows us to understand public problems from many angles
- **Opportunities for new**, innovative, and data-driven solutions to public problems
- **Data collection** and use is made transparent
- **Institutions** can better monitor and evaluate the real-world impacts of policies

DRAFT PROPOSALS

13

Defining Urban Data

Data collected in the physical environment, particularly in public spaces, will be the domain of the Civic Data Trust.

Urban Data is data collected in a physical space in the city, which includes:

- Public spaces, such as streets, squares, plazas, parks, and open spaces
- Private spaces accessible to the public, such as building lobbies, courtyards, ground-floor markets, and retail stores
- Private spaces not controlled by those who occupy them (e.g. apartment tenants)

Urban Data is different from other data and requires a different approach because:

- It could reasonably be considered a public asset.
- Individual consent is hard to achieve in public or publicly accessible spaces, unlike when individuals provide data in more traditional contexts.
- Existing requirements attached to the collection of Urban Data only apply when it is identifiable, and are often not followed; there are no requirements attached to the collection of Urban Data that is not personal information.
- The community has the right to expect reasonable protection and proper use of data collected in these spaces.
- Such data raises potential community surveillance concerns.
- Urban Data is anchored to geography, unlike data collected through websites and mobile phones, and lends itself to local governance.

HOW OUR FOCUS ON URBAN DATA REFLECTS WHAT WE'VE HEARD

It acknowledges the consent challenge involved with Urban Data and puts in place a mechanism to obtain “community consent” by:

- **Placing** governance and oversight in the hands of an independent entity that represents the community interest
- **Requiring** Privacy by Design
- **Providing** transparency for the community
- **Enlarging** the types of data that deserves protection beyond personal information to data that has the potential to impact people
- **Focusing** on the entire ecosystem in Quayside, enabling responsible data use and across the board privacy protections

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Proposal: Civic Data Trust

The Civic Data Trust will follow a clear and consistent process that gives it oversight of Urban Data gathered in the public realm.

The Civic Data Trust will sit at the centre of a process established to ensure adherence to Responsible Data Use Guidelines

01

RDIA Filing

Before any collection and/or use of Urban Data can occur, a Responsible Data Impact Assessment (RDIA) must be conducted and filed with the Civic Data Trust, as part of an application to commence collection and/or use. (See Section 3 for details)

02

Approval

Many applications to the Civic Data Trust will be able to be self-certified, submitted, and advanced to the registration step. These will generally be applications for the collection of non-identifiable data that will be made freely and publicly available.

Other applications will require substantive review by the Civic Data Trust. These may involve the collection of Urban Data that is identifiable or collection of Urban Data on a more proprietary basis.

03

Registry

Civic Data Trust will approve placement of devices used to collect Urban Data and maintain an online registry of RDAs and map of device locations, with easily accessible information on what data is being collected, why, how, where, and by whom.

04

Managing Access

By default, non-personal Urban Data will be open and freely accessible to the public.

In cases where Urban Data access is restricted, the Civic Data Trust will manage access to this data.

This could be accomplished in a variety of ways, from having the Trust actually hold the data as a repository to having it set rules that require collectors to publish data in real time.

05

Enforcement

The Civic Data Trust retains the duty to audit all uses and remove digital devices in the event it discovers a violation.

If the Civic Data Trust were to serve as a repository for data, it would have the ability to shut down access by bad actors.

The question of more traditional enforcement authority needs to be considered as part of ongoing consultation.

06

Exemptions

The Civic Data Trust will have the authority to exempt from registration specific uses that, in its judgment, do not have implications for personal privacy by virtue of their limited technical capabilities, such as water-pressure sensors on building pipes or weight sensors in freight elevators. (The Trust will have no power to grant exemptions from existing privacy law.)

DRAFT PROPOSALS

15

Data Typologies

Depending on issues of place, context, and control, different kinds of Urban Data merit different kinds of oversight.

	Governance Considerations	RDIA & Approval Process	Role of Data Trust
Urban Data Type 1 Collected in the public realm (e.g. pedestrian counters, street-facing cameras)	<ul style="list-style-type: none"> Individuals have little control over collection of Urban Data in these spaces This data could reasonably be considered a public asset and will therefore as a default be made freely and publicly available Private control or collection of any data that is personally identifiable requires substantive review by Data Trust 	<ul style="list-style-type: none"> RDIA and applications to Data Trust are mandatory in all cases. Applications to Data Trust can be self-certified if data is de-identified and freely and publicly available, and applicant does not seek proprietary control Otherwise Data Trust substantively reviews applications Existing requirements, including related to signage, in effect and subject to actual enforcement 	<ul style="list-style-type: none"> Receives applications and RDAs Reliably and speedily—potentially, automatically—approves accurate, self-certified applications Substantively reviews applications that do not meet the requirements for self-certification Registers placement and maintains a publicly available registry of devices and associated applications and RDAs Manages public availability and, where applicable, private access to various data streams
Urban Data Type 2 Collected in privately-owned but publicly accessible spaces Different classes within this type depending on the kind of space (e.g. cameras in large building lobby vs. a small store)	<ul style="list-style-type: none"> Individuals have little control over collection of Urban Data in these spaces Depending on the class (see next column), arguments for data as a public asset may be stronger or weaker In any circumstance, the public has an interest in a fulsome understanding of data collection mechanisms 	<ul style="list-style-type: none"> RDIA and applications to Data Trust are mandatory in all cases. Class A (e.g. camera in a large building lobby): Applications to Data Trust go through same process as Urban Data Type 1 Class B (e.g. small café camera): All applications to Data Trust can be self-certified Existing requirements, including related to signage, in effect and subject to actual enforcement 	<ul style="list-style-type: none"> Class A: Same as Urban Data Type 1. Class B: <ul style="list-style-type: none"> Reliably and speedily—potentially, automatically—approves accurate, self-certified applications Registers placement and maintains a publicly available registry of devices and associated applications and RDAs No substantive review No access management; data not made publicly available by default
Urban Data Type 3 Collected in fully private spaces, generally homes or offices (e.g. thermostats, home security cameras, sensors for building code compliance)	<ul style="list-style-type: none"> Data cannot reasonably be considered a public asset May be necessary to achieve community goals (e.g. temperature monitoring for energy demand management) May have particular privacy implications because devices are in private spaces, and devices in tenant spaces raise consent issues 	<ul style="list-style-type: none"> Devices installed by residents in their private spaces would be entirely exempt from this regime RDIA and applications to Data Trust are mandatory in all cases of devices installed by a landlord or builder Parties can self-certify if they abide by Responsible Data Use Guidelines, provide full disclosure, and allow opt-out Otherwise, Data Trust substantively reviews applications 	<ul style="list-style-type: none"> Reliably and speedily—potentially, automatically—approves accurate, self-certified applications Substantively reviews applications that do not meet the requirements for self-certification Registers placement and maintains a registry of devices and associated applications and RDAs <ul style="list-style-type: none"> Open question regarding whether this registry should be made publicly available. Audits de-identification and storage.
Traditionally Collected Data Involving Direct Consent (e.g. apps and websites)	<ul style="list-style-type: none"> Issue that extends beyond Quayside Harder to see this data as a public asset Local, geographically-bound governance regime unworkable given the lack of a relationship between this kind of data collection and geography. Sidewalk Labs will hold itself and its partners to high standards given the role it will play in this community 	<ul style="list-style-type: none"> RDIA is not required for third parties Sidewalk Labs commits to filing RDAs with the Data Trust so that they are publicly transparent 	<ul style="list-style-type: none"> Data Trust not involved, other than to receive and publish Sidewalk Labs RDAs, as well as any voluntarily filed RDAs; and to manage any voluntarily contributed data

DRAFT PROPOSALS

-
- 01 Introduction
 - 02 Civic Data Trust and Urban Data
 - 03 Responsible Data Impact Assessment Process (RDIA)**
 - 04 Governance Case Studies
 - 05 Open Digital Infrastructure and Services
 - 06 Data Localization
 - 07 Summary
 - 08 Questions for Discussion

DRAFT PROPOSALS

17

All collection and use of Urban Data will require a Responsible Data Impact Assessment

All entities seeking to collect and/or use Urban Data in Quayside will submit

Responsible Data Impact Assessments (RDIA) as part of applications to the Civic Data Trust. The RDIA process will be a core tool for ensuring adherence to the community's Responsible Data Use Guidelines.

The RDIA is an assessment of the prospective use of data involved in an activity, including an analysis of whether the benefits of the activity outweighs the risks involved. It is a vehicle for assessing alignment with principles, legal requirements, and stakeholder expectations.

Responsible Data Impact Assessments are conducted at the design phase, prior to data collection or use.

The RDIA enables parties to make decisions in a consistent, transparent way—and to do so reasonably quickly.

Outcomes

- ✓ Qualitative + Quantitative evaluation
- ✓ Appropriate stakeholders are involved throughout the project
- ✓ Demonstrable accountability
- ✓ Transparent and proactive
- ✓ Ensures Privacy by Design from the design phase, not an afterthought
- ✓ Enables de-identification by default



RESPONSIBLE DATA IMPACT ASSESSMENT

1. **PURPOSE** of the project/product/service, who is involved and who is accountable
2. **DATA**: a full understanding of the data, sources, data use and parties involved
3. **IMPACT** on parties and, in particular, individuals
4. **ANALYZE** risks and benefits

PRIVACY IMPACT ASSESSMENT

(IF APPLICABLE): If the project/product/service involves the collection or use of Personal Information, a Privacy Impact Assessment is also required.

DECISION: Whether an appropriate balance of benefits and mitigated risks supports the data processing activity

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Responsible Data Impact Assessment Section 1: Purpose

Illustration of what the Assessment form might address.

SAMPLE RESPONSIBLE DATA IMPACT ASSESSMENT

Project Name/Description

Project Objective

What is the ultimate goal of this project?

If a pilot or partnership, what does it seek to demonstrate or achieve?

Does the activity fit within a larger theme of work that is currently being contemplated or undertaken?

Stakeholders

Who is collecting/using the data, and are the other stakeholders involved?

e.g. partners, vendors, customers, government, etc.

Note: This slide has been updated for clarity from the 10/15 version.

DRAFT PROPOSALS

19

Responsible Data Impact Assessment Section 2: Data

Illustration of what the Assessment form might address.

SAMPLE RESPONSIBLE DATA IMPACT ASSESSMENT

Nature of Data

What specific types of data will be collected, tracked, transferred, used, stored or processed?

If project is at the concept stage, what data do you anticipate collecting or using?

Is the data about people, and if so, is it identifiable to a person or is it de-identified?

If Personal Information is collected, a Privacy Impact Assessment is also required

Is the data or anticipated use of the data sensitive?

Sensitive categories of data and/or use include information that is used to analyze or make decisions based on race, ethnic origin, religion or philosophical belief, gender, sexual orientation, physical or mental health, information or data that could be used to facilitate identity theft. A sensitive use of data may also be where there is a reasonable expectation the use of the data would be embarrassing or be considered sensitive to the individual whose data it is.

Sources of Data

Will data be provided by third parties?

Will data be collected by sensors? What type, and where are the sensors located?

Note: This slide has been updated for clarity from the 10/15 version.

DRAFT PROPOSALS

20

Responsible Data Impact Assessment Section 3: Impacts

Illustration of what the Assessment form might address.

SAMPLE RESPONSIBLE DATA IMPACT ASSESSMENT

Impact to Individuals and Groups

Identify all the parties impacted by this data activity, and the impacts it will have.

What are the stated and unstated expectations of individuals, groups of individuals, and society for each use of the data?

Benefits

What are the benefits to the individual or groups of individuals?

What are the benefits to society?

What are the benefits to other stakeholders?

Risks (Inherent)

Considering all the factors relating to the data, the likely data use, the identifiability and sensitivity of the data, what are the risks to the individual, groups of individuals, society?

Is it foreseeable that data use might seem surprising, inappropriate or discriminatory or might be considered offensive causing distress or humiliation?

Could the data be used in a way that may result in a group of individuals being treated differently from other groups of individuals?

Is the accuracy and/or quality of the data appropriate for the data activity? Does the relative accuracy of the data have an impact on individuals/groups?

Note: This slide has been updated for clarity from the 10/15 version.

DRAFT PROPOSALS

21

Responsible Data Impact Assessment Section 4: Analysis

Illustration of what the Assessment form might address.

SAMPLE RESPONSIBLE DATA IMPACT ASSESSMENT

Mitigating Risks

What are the technical and procedural safeguards (mitigating controls) that are being implemented to prevent and mitigate risks described above should they occur (e.g. encryption and delinking of data or increased transparency)?

How have Privacy by Design control standards been applied?

Are you using analytical driven models, insights or algorithmic decision making, that could impact individuals?

Is there a less data intensive way to achieve the goals of the data activity (including potential insights)?

Decision Analysis

Is there a net benefit?

Are there any other factors that should be considered?

Does the data activity comply with all laws, cross-border, policy, contractual, industry or other obligations organizational policies and self-regulatory commitments?

Does the purpose of the activity fit within the values of society?

Have all the stakeholder concerns identified in the Governance of Data section been appropriately addressed?

Is their appropriate Notice, Consent and Control as part of the data collection and use?

After considering all the above factors, is the activity a "go", "no go", or should some aspect of the activity be recalibrated to reduce the residual risk?

Note: This slide has been updated for clarity from the 10/15 version.

DRAFT PROPOSALS

-
- 01 Introduction**
 - 02 Civic Data Trust and Urban Data**
 - 03 Responsible Data Impact Assessment Process (RDIA)**
 - 04 Governance Case Studies**
 - 05 Open Digital Infrastructure and Services**
 - 06 Data Localization**
 - 07 Summary**
 - 08 Questions for Discussion**

DRAFT PROPOSALS

23

Hypothetical Case Study 01: Traffic Management System

Traffic management system in Quayside by Sidewalk Labs

Future hypothetical: Sidewalk Labs is working to implement a plan approved as part of the Master Innovation and Development Plan for a traffic management system in Quayside, which involves pedestrian counters and adaptive traffic lights.

APPLICATION 1

Pedestrian Counters

Sidewalk Labs submits an application and RDIA for pedestrian counters to the Data Trust. Because the data is non-identifiable and will be made freely and publicly available, it can be self-certified.

- **The Data Trust publishes the RDIA** and adds the locations where the pedestrian counters will be installed to its public registry.
- **The pedestrian counters are installed**, and the data from the counters is made freely and publicly available, and not owned by Sidewalk Labs.
- **Pedestrian count data is used** as part of the traffic management system.
- **The data is also accessed by a community group** to make the case for the need for a street redesign.

APPLICATION 2

Adaptive Traffic Lights

Sidewalk Labs submits an application and RDIA to deploy devices developed by a partner that use computer vision to compute de-identified paths and speeds of cars, cyclists, and pedestrians.

- **Depending on the policies of the Data Trust**, this application may:
 - (1) be allowed to self-certify because the data is de-identified in real time; or
 - (2) be subject to substantive review and, if real-time de-identification is confirmed, approved.
- **The Data Trust publishes the RDIA** and adds the locations where the adaptive traffic lights will be installed to its public registry.
- **The adaptive traffic lights are installed**, and the de-identified data feeds are made freely and publicly available, not owned by Sidewalk Labs.
- **That data is used** as part of the traffic management system.
- **The data is also accessed by another company** that believes it can process this data more effectively and produce better results.

DRAFT PROPOSALS

Hypothetical Case Study 02: Parks Improvement Study

Parks improvement study by a new third-party startup

Future hypothetical: Startup A is working on a project to make recommendations about improving environmental conditions and usage patterns at several parks throughout the City, including one in Quayside. This hypothetical scenario involves both air quality sensors and video cameras in the park.

APPLICATION 1

Air Quality Sensors

Startup A submits an application and RDIA for air quality sensors to the Data Trust. Though the data is non-identifiable, Startup A will incur a substantial financial burden in installing the sensors and seeks to recoup its investment by selling the data to companies trying to reduce their negative environmental impacts. Startup A asserts that it will not move forward with this project if the data is made freely and publicly available from the start.

- **This application may not be self-certified** because Startup A seeks to maintain proprietary control of the data.
- **The Data Trust reviews the application, judges it to provide a net benefit to the public, and approves on the condition** that proceeds from the sale of the data will be shared between Startup A, the City, and the Data Trust.
- **The Data Trust publishes the RDIA** and adds the locations where the air quality sensors will be installed to its public registry.
- **The air quality sensors are easily installed** using open standards-based mounts, and access to the data is limited to Startup A.
- **After a time, the data is made freely and publicly available.** It is then accessed by a weather app providing air quality alerts that decides to start funding the ongoing operations and maintenance of the technology.

APPLICATION 2

Video Cameras

Startup A submits an application and RDIA for video cameras to capture usage patterns at the park in Quayside.

- **This application may not be self-certified** because it involves the collection of personal information.
- **The Data Trust reviews the application and approves on the condition** that the video footage will be used only for the purposes of the park improvement project, and will be destroyed on a rolling basis after seven days. Startup A must also, in accordance with existing requirements, prominently post signage around the cameras.
- **The Data Trust publishes the RDIA** and adds the locations of the cameras to its public registry.
- **The cameras are easily installed using open standards-based mounts.** and the footage is reviewed and then destroyed on a rolling basis, meeting the seven-day requirement.

DRAFT PROPOSALS

-
- 01 Introduction**
 - 02 Civic Data Trust and Urban Data**
 - 03 Responsible Data Impact Assessment Process (RDIA)**
 - 04 Governance Case Studies**
 - 05 Open Digital Infrastructure and Services**
 - 06 Data Localization**
 - 07 Summary**
 - 08 Questions for Discussion**

DRAFT PROPOSALS

26

Quality of life comes first—no tech for tech's sake

This neighbourhood is not about technology for technology's sake.
We are focused on technological and urban design solutions to real problems.

RECAP

From the start of this project, we imagined a set of new experiences that could be possible in a new type of city.

Streets that prioritized safety, pedestrians, and cyclists, because they are designed to anticipate shared, self-driving vehicles that wouldn't need much parking and could communicate with each other and with traffic lights. This would mean significant amounts of street space given back to pedestrians and cyclists, less congestion, and far fewer accidents.

Buildings with a far more diverse and vibrant mix of uses as a result of "outcome-based code," which doesn't require uniformity of use but rather ensures structural integrity, air quality, and noise levels through conditions-sensing technology.

Significantly reduced carbon emissions achieved by technology that monitors and manages energy demand across the neighbourhood.

We have identified a set of innovations that could help improve urban life in Quayside. A non-exhaustive list:

Mobility	Traffic management technology and adaptive traffic lights to reduce congestion and increase safety.
Public Realm	Structural innovations to create active weather mitigation tools that can be deployed based on real-time hyperlocal measurements of rain and wind.
Sustainability	Energy demand management technology, thermal heating and cooling, and other innovations to push toward climate positivity.
Community	Engagement tools to provide informed input into neighbourhood decision making.
Buildings	Construction innovation to enable a mix of affordability levels and real-time monitoring of building conditions to enable a mix of uses.
Access + Equity	Truly ubiquitous connectivity and focused efforts to improve digital literacy to bridge the digital divide.
Accessibility	Tools to make the community more accessible, such as spoken information about the physical environment and sensors to detect snow in curb cuts.

DRAFT PROPOSALS

Sidewalk Labs will build solutions—but not exclusively

We have identified solutions we believe will help make this a great place for people to live, and we are committed to bringing those to life. But we will also encourage others to create better solutions—because we will never have all the best ideas.

AN EXAMPLE: ENERGY USE

One key approach to creating a climate-positive neighbourhood is to measure how energy is used and optimize it using machine learning. Sidewalk Labs will work with partners to develop technology to measure aggregated and de-identified energy use by systems including heating and cooling, apply algorithms to propose optimizations, and build control systems to implement those optimizations. Aggregated and de-identified energy use measurements would be considered Urban Data and will be made freely and publicly available by the Civic Data Trust in order to stimulate research and development of even better techniques by others.

To accomplish this, Sidewalk Labs will:

- Identify and deploy **devices from the market that measure energy use and environmental conditions**
- With local partners, develop and deploy a **ubiquitous network** to allow those measurements to be communicated in real time
- Design **standardized mounts** for light poles and buildings to reduce the cost of deploying network access points and devices
- Build a **digital map** of the neighbourhood—with an unprecedented level of accuracy
- Create an **open data hub** that will provide real-time access to data in standard formats through well-documented interfaces in order to make measurement data that goes to the Data Trust easily accessible

This will not be done to the exclusion of others. To the contrary, this place will be more successful when alternatives are encouraged:

- When better devices are developed, it should be **easy to replace Sidewalk Labs-developed technology**
- We expect and encourage **many network providers** to provide service in this neighbourhood
- Better approaches to deploying network access points and devices will be able to supplant ours
- The digital map will be created by broad collaboration and be made freely and publicly available to all by a Civic Data Trust
- There will likely be several data hubs, making it easy to understand and work with publicly available data

The same open approach will apply to solutions for **mobility, public realm, community, buildings, accessibility**, etc.

DRAFT PROPOSALS

Enabling innovation by a wide range of players

Designing technology to support our quality of life goals has revealed patterns: common pieces of infrastructure and specific services that are required to bootstrap digital innovation in the neighbourhood for Sidewalk Labs and others.

WHAT SIDEWALK LABS WILL BUILD

Taking the same approach to designing solutions for **sustainability, flexible public realm, community, buildings, accessibility**, etc. leads us to believe that we should create a new standard for digital infrastructure and services in cities, including:

- Ubiquitous connectivity
- Standardized mounts and power
- A high-resolution 3D map of the neighbourhood
- An open data hub which will provide real-time access to data in standard formats through well-documented interfaces

The fact that Sidewalk Labs is committing to build these components does not preclude others from deploying technology that improves on, competes with, or replaces them.

WHAT OTHERS WILL BUILD

The lion's share of technologies that make Quayside unique will be developed and deployed by an ecosystem of many innovators:

- Just as in the World Wide Web, multiple providers can coexist, and technological solutions can integrate, as long as they agree on standards
- Others should be welcome to provide better, different, cheaper infrastructure and services
- We hope that this will enable a wide range of Canadian startups to innovate more quickly, and use Quayside as a springboard to success
- All systems collecting or using Urban Data –whether created by Sidewalk or third parties—will be subject to Civic Data Trust governance

DRAFT PROPOSALS

29

Open architecture makes this possible

Sidewalk Labs will not create a centralized, monolithic platform. Rather, we will work with partners to create an open architecture—one that enables and encourages collaboration and experimentation.

In order for anyone to innovate, and have the opportunity to replace components that Sidewalk Labs and others build, there must be no proprietary lock-in. This requires:

- **Well-documented, standardized formats and interfaces**
 - Any party will have the information required to build a replacement component for any urban system, or to create an entirely new application.
- **Easy access to public-domain data**
 - Standards are worthless if it's not possible to get access to data. For example, devising a new optimization algorithm for traffic requires training and test data, so traffic volume data should be made broadly available.
- **Data portability**
 - An existing system will likely have access to historical data provided to it by neighbourhood systems. This data should be able to be exported from the existing system so that new systems are not at a disadvantage for training and bootstrapping.
 - This is similar to email systems that allow the user to export all of their historical email messages so that they can move to a new provider, eliminating lock-in.

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30

Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.



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31

Example of an Open System: The World Wide Web

If urban technology used open standards in the same way that the World Wide Web does, innovation would explode, and the risk of vendor lock-in would be dramatically reduced.

You can use any browser...



to visit any web page...



served by any web server.



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Example: World Wide Web Standards

Standards enable innovation and competition.

Formatting

Hypertext Markup Language (HTML),
Cascading Style Sheets (CSS)

Images

Portable Network Graphics (PNG),
Joint Photographic Experts Group (JPG)

Interactivity

JavaScript

Communication

HyperText Transfer Protocol (HTTP)

Security

Secure Sockets Layer (SSL)

Anyone can build a web browser

as long as it implements standards like HTML, CSS, JavaScript, HTML and SSL. The most popular browsers are free, and their cores are open source.

Likewise, anyone can build a web server as long as they implement HTTP, SSL, etc. The most popular servers are free and open source.

With partners, we hope to significantly advance a competitive, innovative urban technology ecosystem by using, developing, and promulgating standards.



DRAFT PROPOSALS

-
- 01 Introduction**
 - 02 Civic Data Trust and Urban Data**
 - 03 Responsible Data Impact Assessment Process (RDIA)**
 - 04 Governance Case Studies**
 - 05 Open Digital Infrastructure and Services**
 - 06 Data Localization**
 - 07 Summary**
 - 08 Questions for Discussion**

DRAFT PROPOSALS

34

Ensuring the protection of data in accordance with Canadian Law does not require data localization

Canada and other places with leading data protection regimes have recognized the ineffectiveness of one-size-fits-all and/or technology-specific requirements, and the importance of context—that the best way to achieve data protection in any given context depends on the types of data, entities, and jurisdictions involved.

With specific exceptions, data localization is not presently a requirement of Canadian or Ontario law. In addition, data localization:

- Is not necessary to ensure that data that originates in Canada is handled in accordance with Canadian law with regard to privacy protections, which can be achieved through contractual and technical mechanisms
- Presents technical and operational obstacles, including access to redundant storage locations to ensure security and availability
- Increases costs, which may raise barriers to entry for less mature companies
- Runs counter to the way information travels across the internet, without regard to geographic boundaries

For these reasons, Sidewalk Labs does not believe that it is sensible to impose a data localization requirement for innovators in Quayside.

Sidewalk agrees with the position of the Business Council of Canada, as expressed in its September 2018 Report on the Data Economy

- *Individuals and businesses should be free to transfer data across provincial and international borders, provided appropriate safeguards are in place.*
- *There should be a general presumption against local data storage and processing requirements. Governments may need to exercise sovereignty over data flows in rare cases when it is necessary to protect the public interest.*

DRAFT PROPOSALS

35

-
- 01 Introduction**
 - 02 Civic Data Trust and Urban Data**
 - 03 Responsible Data Impact Assessment Process (RDIA)**
 - 04 Governance Case Studies**
 - 05 Open Digital Infrastructure and Services**
 - 06 Data Localization**
 - 07 Summary**
 - 08 Questions for Discussion**

DRAFT PROPOSALS

36

In summary: our proposed approach

Robust governance, an open system, and protection of data.

Establishment of a Data Trust: Sidewalk proposes the establishment of an independent Civic Data Trust, which would approve and control the collection of, manage access to, and potentially store data collected in the physical environment, known as "Urban Data."

Data Trust to Make Urban Data Freely and Publicly Available: As a default, the Data Trust would make de-identified Urban Data freely and publicly accessible, eliminating the concept of data ownership. Specific approval by the Data Trust would be required for entities to collect Urban Data with personally identifying information (such as CCTV cameras) or Urban Data collected on a more proprietary basis.

Responsible Data Impact Assessments: Responsible Data Impact Assessments (RDIs) would be used to ensure Privacy By Design and adherence to Responsible Data Use Guidelines in every part of the project and all collection of Urban Data, whether by Sidewalk or other parties. RDIs would be filed with the Data Trust before the collection and/or use of any Urban Data within the project geography by any entity.

RDIAs and Registry of Devices Maintained by the Data Trust: RDIs, along with a registry of devices collecting Urban Data, would be maintained and made publicly available by the Data Trust.

An Ecosystem of Technologies by Many Innovators: Sidewalk anticipates providing specific pieces of critical digital infrastructure and specific, use-case-driven technologies to achieve quality-of-life goals. All technologies provided by Sidewalk will be based on open standards, making it easy for the lion's share of technology in the neighbourhood to be provided by others.

Data Always Handled in Accordance with Canadian Law: To ensure that Canadian law and values are applied to data, Sidewalk Labs will use a toolbox of mechanisms, including contractual protections, technical protections, and edge computing, where data is processed on-device and not transferred to a central server. Sidewalk does not propose a data localization requirement specific to Quayside.

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37

Reviewing what we heard

How our thinking addresses key questions.

Confusion about Sidewalk Labs' plans related to data, exacerbated by the time it's taken to work through complicated issues

We hope that these proposals have provided some clarity on how we are approaching a range of critical issues—all subject to your feedback and ongoing consultation.

Concern that data monetization is a key part of Sidewalk Labs' business model

It is not, and the governance of the Civic Data Trust is intended to ensure that no private entity can gain unfettered access to and ownership of data collected in Quayside.

Is Sidewalk Labs, and this project, intended to be a data source for Google?	No (see p. 4)
How will data—particularly data collected in the physical environment, which some argue should be considered a public asset—be protected and governed?	By an Independent Civic Data Trust, using Responsible Data Impact Assessments to promote the beneficial use of data and transparency (see p. 13)
Who will own and control the data that originates in Quayside's physical environment?	The concept of ownership will not apply to Urban Data in most cases, with the Data Trust making de-identified data freely and publicly available as a default matter and/or controlling access. Data will be under the control of another entity only in select cases, which will be determined once an RDIA has been submitted and the Trust has examined the public benefits involved. (see p. 13)
How do we address the difficulty of obtaining consent when collecting data in the physical environment?	By implementing a robust form of community consent represented by the Civic Data Trust (see p. 14)
What are the respective roles of Sidewalk Labs, other private sector players, and governments, when it comes to data and technology?	<ul style="list-style-type: none"> • Sidewalk provides some critical infrastructure and core services (see pp. 27-29) • Other players provide the lion's share of technology (see pp. 29-33) • Governments enforce privacy laws (see pp. 10, 13) • Data governance provided independently by the Data Trust, which may involve government in its establishment or ongoing work (see p. 13)
How do we ensure all innovators, including Sidewalk Labs, will be on equal footing in Quayside?	Through open standards; a limited, catalyzing role for Sidewalk Labs; and a governance model that applies equally to all players (see p. 30)
How do we make sure the protections of Canadian law apply to all data originating in Quayside?	We can ensure that data will always be handled in accordance with the laws of Canada without a data localization requirement (see p. 35)

DRAFT PROPOSALS

-
- 01 Introduction**
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DRAFT PROPOSALS

39

Some of our open questions

In addition to seeking general feedback on this presentation from the DSAP, a number of specific questions are on our minds.

- 1. What needs to be added** to the Responsible Data Use Guidelines to avoid vendor lock-in?
Are there other additions or edits to consider for the Guidelines?
- 2. How should a Civic Data Trust** with the broad authority we propose be established? Can it be established by contract?
Can it be achieved through standards imposed by Waterfront Toronto? Or does it require legislation?
- 3. What should the structure**, staffing, and, if pertinent, board composition of the Civic Data Trust look like?
- 4. Should the Civic Data Trust** act as a repository for data? Is this necessary, and what are the upsides and challenges attendant to that responsibility?
- 5. What will be involved** in getting the Civic Data Trust up and running, and how will this be funded? How will ongoing operations of the Civic Data Trust be funded? Should the Civic Data Trust have the authority to charge for access to certain kinds of data? How would that relate to the goal of making data freely and publicly accessible?
- 6. Should the Trust** carry liability related to the improper collection or use of data under its jurisdiction?
- 7. Are the typologies of Urban Data** well-crafted and have we drawn the lines between self-certification and substantive review in the right places?
- 8. What are the mechanisms** and who will be responsible for enforcement?
- 9. How can we best encourage** use of open standards?

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40

SIDEWALK LABS



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 26, 2018 12:48 PM
To: 'Meg Davis'; Edward Chalupka
Subject: RE: ADM deep dive on MIDP

Sounds good. Talk soon.

From: Meg Davis [mailto:MDavis@waterfronttoronto.ca]
Sent: November 26, 2018 12:27 PM
To: Edward Chalupka [REDACTED]@waterfronttoronto.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: ADM deep dive on MIDP

Thanks Ed. Nancy this is on the agenda for our call so we can discuss in more detail. Just to clarify that the MIDP chapters are being provided to us in draft one per week. They are very much draft. We want to be able to feedback a bit to SWL and get a more refined version that we would brief you on. Let's talk more on the call. Thx!

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

From: [REDACTED]@waterfronttoronto.ca
Sent: November 26, 2018 11:43 AM
To: nancy.faraday-smith@canada.ca; MDavis@waterfronttoronto.ca
Subject: RE: ADM deep dive on MIDP

Nancy – We were having a conversation just this morning on the briefing process for governments with respect to the MIDP and wanted to raise our proposal for briefing the ADM working group on our call this aft.

Draft chapters of the MIDIP are now formally starting to roll in... they still require some internal review before we share with governments. Our thoughts were that we could have a deep dive on the sustainability and mobility pillars the week of Dec 10th – spend a couple of hours walking all orders of government through the chapters as they currently stand. Broadly speaking we would cover 4 main areas:

1. Summary of the main Initiatives
2. Alignment with WT's objectives
3. Policy and regulatory implications
4. Risks, Key Issues and Viability Concerns (if any)

We could follow up with another ADM working group meeting the week of Jan 7th on Data/Digital Governance , Public Realm and Buildings/Housing and Public Realm.

I won't be on the call this aft as I have a conflict unfortunately but Meg and Kristina will be to discuss the above.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, November 26, 2018 10:16 AM
To: Meg Davis <MDavis@waterfronttoronto.ca>
Cc: Edward Chalupka <@waterfronttoronto.ca>
Subject: ADM deep dive on MIDP

Hi Meg,

I hope you had a nice weekend. Though you'll be speaking with Glenn later this today I wanted to touch base on a logistics matter rather than taking up time on the call. [REDACTED] Glenn mentioned to me that he, Lou and Adam are looking to spend a few hours with WT doing a deep dive on the MIDP as it stands at the moment. On Friday he suggested he'd like to do this at the earliest opportunity. To that end, does it make sense that someone in your office work with the various ADMOs to coordinate, given that WT would be hosting?

Thanks and let me know if you have an alternative preference.

Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation

Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: [613-948-9481](tel:613-948-9481)

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : [613-948-9481](tel:613-948-9481)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 26, 2018 2:41 PM
To: Tippins, Shawn (INFC)
Subject: Two-pager on key Quayside issues
Attachments: Two-pager on key Quayside issues.docx

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Waterfront Toronto Quayside Initiative

Core Issues

Waterfront Toronto is working with Sidewalk Labs to develop a proposed Master Innovation and Development Plan (MIDP) for the Quayside, a 12-acre site east of downtown Toronto. The development plans and innovation ideas will cover such areas as mobility, sustainability, building design, housing affordability, digital infrastructure, and community services.

These will also explore “at scale” development proposals that could be rolled-out on Toronto’s eastern waterfront. Sidewalk is a development and funding partner and all plans and development remains subject to approval by Waterfront, as well as governments as appropriate.

The following provides an up-to-date snapshot of core issue around Quayside

Master Innovation and Development Plan (MIDP)

- Public and media criticism has been focused on the lack of detail around what will be included in the MIDP
- Individual chapters are in various states of draft development by Sidewalk Labs. The full package is expected to be formatted in three volumes:
 - i. Development Plans at three scales;
 - ii. Pillar Deep Dives and Innovation Ideas; and
 - iii. Business Terms, Financial Model, Roles & Responsibilities, Policy Impacts, Implementation
- Waterfront will be receiving the draft chapters over the course of several weeks beginning in late November
- Governments are expecting to be provided with a full draft MIDP in February 2019 in advance of a public consultation MIDP being released in April 2019
- Waterfront is in the process of creating a framework against which the MIDP will be evaluated, including but not limited to Waterfront’s existing corporate objectives as well as those that were set out in the original RFP.
- **Immediate next steps:** a tri-government ADM-level working group will commence meetings with Waterfront in December 2018 to begin a series of deep-dives into MIDP chapters as they are released to Waterfront

Data governance and privacy

- Data governance and privacy concerns have garnered significant media attention and statements by those both opposed to and more in favour of Sidewalk’s involvement in the Quayside development continue to play out in public.
- Waterfront has convened a Digital Strategy Advisory Strategy Panel and other experts to advise on issues of public concern, specifically data governance and privacy, and to identify where proposed elements of the MIDP may require policy and regulatory consideration. DSAP has held X meetings to date.

- INFC is supporting Waterfront as it addresses these areas, and is acting as a portal to the federal government on specific issues.
- **Immediate next steps:** the next DSAP meeting is taking place December 13th

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 26, 2018 5:17 PM
To: Boudreau, Marcia (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC)
Cc: Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Subject: RE: Tasking from DMO this morning - Official tasking to come shortly
Attachments: Two-pager on key Quayside issues.docx; TWRI Placemat version 4.pdf

Hi Marcia –

Thanks for offering to send this to DMO in this particular instance/one-off.

Glenn has approved both pieces.

Nancy

From: Boudreau, Marcia (INFC)
Sent: Tuesday, November 20, 2018 2:11 PM
To: Campbell, Glenn (INFC)
Cc: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: Tasking from DMO this morning - Official tasking to come shortly

Hi Glenn,

DMO wants a 2 pager by Friday regarding WT – ask came out of MIN-DM. Could you provide some guidance on how it differs from the 2 pager provided for MIN-DM? What is she looking for?

From: Boudreau, Marcia (INFC)
Sent: November 20, 2018 11:08 AM
To: Nancy Faraday-Smith (INFC) (nancy.faraday-smith@canada.ca) <nancy.faraday-smith@canada.ca>
Cc: Glenn Campbell (INFC) (glenncampbell@canada.ca) <glenncampbell@canada.ca>; Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Subject: Tasking from DMO this morning - Official tasking to come shortly

Good morning,

DMO was by asking for a 2 pagers by Friday with Facts and messaging on Waterfront Toronto. This is a follow up from the MIN-DM meeting of last night.

Thank you,

Marcia Boudreau

(o) 613-941-0635
Special Advisor | Conseillère spéciale
Investment, Partnerships and Innovation | Investissement, partenariats et innovation

Infrastructure Canada
[Marcia.boudreau @canada.ca](mailto:Marcia.boudreau@canada.ca)

Government of Canada | Gouvernement du Canada

Waterfront Toronto Quayside Initiative

Key Issues

Waterfront Toronto is working with Sidewalk Labs to develop a proposed Master Innovation and Development Plan (MIDP) for the Quayside, a 12-acre site east of downtown Toronto. The development plans and innovation ideas will cover such areas as mobility, sustainability, building design, housing affordability, digital infrastructure, and community services. These will also explore “at scale” development proposals that could be rolled-out on Toronto’s eastern waterfront. Sidewalk is a development and funding partner and all plans and development remains subject to approval by Waterfront, as well as governments as appropriate.

The following provides an up-to-date snapshot of the most pressing issues around Quayside:

Master Innovation and Development Plan (MIDP)

- Public and media criticism has been focused on the lack of detail around what will be included in the MIDP
- Individual chapters are in various states of draft development by Sidewalk Labs. The full package is expected to be formatted in three volumes:
 - i. Development Plans at three scales;
 - ii. Pillar Deep Dives and Innovation Ideas; and
 - iii. Business Terms, Financial Model, Roles & Responsibilities, Policy Impacts, Implementation
- Governments are expecting to be provided with a draft MIDP in February 2019 in advance of a public consultation starting in April 2019
- Waterfront is in the process of creating a framework against which the MIDP will be evaluated, including but not limited to Waterfront’s existing corporate objectives as well as those that were set out in the original RFP
- **Immediate next steps:** INFC will continue to work with Waterfront on the evaluation framework and will be undertaking an early review of issues emanating from the MIDP to start framing federal implications and potential response(s)

Data governance and privacy

- Data governance and privacy concerns have garnered significant media attention. Statements by those both opposed to and more in favour of Sidewalk’s involvement in the Quayside development continue to play out in public
- Waterfront has convened a Digital Strategy Advisory Panel (DSAP) and other experts to advise on issues of public concern, specifically data governance and privacy, and to identify where proposed elements of the MIDP may require policy and regulatory consideration. DSAP has held 5 meetings to date, which are open to the public
- INFC is supporting Waterfront as it addresses these areas, is acting as a portal to the federal government on specific issues, and is closely monitoring DSAP meetings
- **Immediate next steps:** the next DSAP meeting is taking place December 13th



Waterfront Toronto Communications Strategy and Public Engagement

- Waterfront has now developed a Communications Strategy as part of its effort to reframe the public debate over Quayside. It is leveraging public engagement events on key issues, forming new partnerships with supportive groups like the Information Technology Association of Canada and MaRs, undertaking polling research, and more forcefully reaching out to a broader range of third party thought leaders
- Waterfront has initiated a series of “Civic Labs” that convene policy/subject experts to delve into policy issues arising from Quayside. The first Civic Lab, which was livestreamed to the public, took place on November 23rd and dealt with digital and data governance. Future Labs are expected to look at questions around data localization, data monetization and intellectual property
- Sidewalk Labs has hosted a series of Public Roundtables which allow citizens to work in small facilitated groups to help Sidewalk refine its thinking during key phases of creation of the MIDP. Topics to date have included, e.g., public realm, streets and buildings at Quayside
- **Immediate next steps:** the next Public Roundtable #4 is taking place on December 8th and will cover the MIDP evaluation approach and an overview of the Quayside Site Plan. The next Civic Lab is planned for January 2019

Toronto Waterfront Revitalization Initiative (TWRI)

Waterfront 1.0

In October 2000, Canada, Ontario, and Toronto announced a commitment of \$500 million each to the TWRI to fund "Waterfront 1.0" which focused on a series of investments to start to transform the waterfront into sustainable new communities and to foster economic growth. Projects were focused on the Waterfront Designated Area Precincts of the Central Waterfront, East Bayfront and the West Don Lands.

Canada's contribution flowed through over 50 contribution agreements. Funded parks, recreational and public spaces and strategic land acquisition. Funds were also used to partially allocated for the Union Pearson Express and GO Transit (\$90M).

Federal administration of the TWRI phase 1 contribution program ended on March 31, 2014.

Canada \$500M Exhausted in 2012/13	Ontario \$500M Exhausted in 2015/16	Toronto \$500M \$100M scheduled to flow by 2022/23
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- The Designated Waterfront Area is 800 hectares, roughly the size of Toronto's downtown core, from Bathurst Street to Sherbourne Avenue and Front Street to Bloor Street
- Waterfront Toronto has a \$30-billion long-term plan to transform 800 hectares of brownfield lands on Toronto's waterfront into beautiful, accessible and sustainable mixed-use communities and dynamic public spaces

Governance

Waterfront Toronto (WT), established in 2001 under provincial legislation as a not-for-profit entity mandated to lead and implement the TWRI with a 25-year mandate (2002/03–2027/28) set out in the TWRI Act with an option to "wind up" WT at year 20.

The Act provides for an independent **Board of Directors** comprised of a maximum of 13 members – 4 by each level of government and 1 jointly-appointed Chair. Directors' term of office is for a maximum of 3 years with the option to be reappointed. WT's CEO reports to the Board Chair.

WT A/CEO Board Chair Federally appointed Board Members and term end-dates



Michael Nobrega (ON) Helen Burstyn (ON) Sevana Palvetzian (Nov 2019); Jeanhy Shim (Jun 2020); Janet Ricks-Alderman (Nov 2019); Mazyar Mortazavi (Dec 2019)
Other Board Members include: Denil Minnan-Wong (TO), Mohammed Dhanani (TO); Stephen Diamond (TO); Susan Henderson (TO); Meric Gertler (ON); Vacancy (ON)

TWRI - Governance Structure:



As of November 2015, the **Minister of Infrastructure and Communities** is responsible for federal activities relating to TWRI and for appointing Directors to the WT Board

Intergovernmental Steering Committee (IGSC) - serves as a focal point for intergovernmental management and coordination on matters related to the TWRI. WT reports its progress to the IGSC

IGSC current composition:

- Deputy Minister, INF/C (Chair for 2018/19)
- Deputy Minister, Ontario Ministry of Infrastructure,
- City Manager, City of Toronto

Port Lands Flood Protection (2018/19–2024/25)

\$1.25 billion shared equally between the 3 levels of government will open 356 hectares (880 acres) of waterfront land for long-term development

This includes \$32.5 million in approved funding for the Cherry Street Stormwater and Lakewater project under the Clean Water and Wastewater Fund (CWWF).

The Prime Minister announced funding on June 28, 2017, and a **Tri-government contribution agreement was signed with WT on May 1, 2018**.

Intended Project Outcomes:

- | | |
|--|---|
| enhanced flood protection | remediation of undeveloped brownfields |
| the practice of sound environmental processes | enhanced storm water management |
| Improved public access | enhanced critical infrastructure |
| Improved environmental management of Toronto's waterfront area | increased capacity to adapt to climate change impacts, natural disasters and extreme weather events |
| more inclusive and accessible public spaces | increased opportunities for economic growth and development |



Project	Cherry Street Stormwater and Laketilling Project	Port Lands Flood Protection	Total funding by contributor
Government of Canada Contribution	\$32.5 million	\$384.2 million	\$416.6 million
Province of Ontario Contribution	\$16.25 million	\$400.4 million	\$416.6 million
City of Toronto Contribution	\$16.25 million	\$400.4 million	\$416.6 million
Total funding by project	\$65.0 million	\$1.185 billion	\$1.25 billion

The Quayside project will encompass mixed-use 'smart' community concepts and innovative building and connectivity techniques.

In October 2017, after a 6-month RFP, Waterfront Toronto's Board of Directors endorsed the selection of **Sidewalk Labs LLC** as the Innovation and Funding Partner for the Quayside Project.

This is expected to lead to millions of dollars in private sector investment to test scalable smart city technology and approaches that would then be expanded onto the Port Lands area.

The Master Innovation and Development Plan

On July 31, 2018 Waterfront Toronto signed a Plan Development Agreement (PDA) with Sidewalk Labs. It sets out the basic terms and principles for the Quayside and Eastern Waterfront Master Innovation and Development Plan (MIDP) – to be finalized by Sept 2019.

The PDA commits Sidewalk to fund up to **USD\$50M** for an initial phase of public engagement, joint planning and pilot project testing.



The 12-acre Quayside site consists of 3 separate blocks of land located in downtown Toronto at the east end of Queens Quay (Mostly owned by WT/City of Toronto)



Digital Strategy Advisory Panel (DSAP): Arms-length body created in April 2018 to provide WT with objective, expert advice on responsible data and technology use across all WT projects, including Quayside.

Sidewalk presented DSAP with data governance proposals in Oct 2018.

DSAP meets publicly every month and reports to WT.

- Chair: Dr. Michael Geist, Law Professor, Canada Research Chair in Internet and E-commerce Law, University of Ottawa
- Dave Dame, Agile Leader, Digital Factory, Scotiabank
- Charles Finley, Global Director of Marketing & Communications, IBI Group
- Darin Graham, Head of Canadian AI Operations, Samsung
- Kurtis McBride, Chief Executive Officer, Mission Vision Technologies Incorporated
- Mark Price, Director, MIT Senseable City Lab
- Dr. Pamela Robinson, Associate Professor, School of Urban and Regional Planning, Ryerson University
- Dr. Teresa Scassa, Canada Research Chair in Information Law and Policy, University of Ottawa, Faculty of Law
- Julia Tremblay, Director, University of Ottawa
- Kevin Tuer, Managing Director, Canada's Open Data Exchange
- Mark Wilson, former IBM Executive and former Chair, Waterfront
- Alaina Astor, VP, Data Management & Governance, Personal & Commercial Banking, RBC
- Andrew Clement, Professor Emeritus, Faculty of Information, University of Toronto

Toronto Waterfront Revitalization Initiative (TWRI)

Strategic Initiatives

Waterfront Toronto is working to create a vibrant, connected waterfront that belongs to everyone.

Mandate

Headquartered in Toronto, our organization was established in 2005 by the Government of Canada, the Province of Ontario, and the City of Toronto to unlock the social and economic potential of the waterfront. As of 2017, the three orders of government continue to fund our work as we pursue our mandate to apply best practices in urban revitalization—from new technology and infrastructure to leading strategies in design and sustainable development—to over 2,000 acres of underutilized land along Lake Ontario. We execute this mandate by leading waterfront revitalization initiatives with a wide range of partners, including community groups, developers, landscape and infrastructure designers, conservationists, contractors, businesses and all three orders of government.

We describe our work as waterfront revitalization, not redevelopment. This important distinction means that we don't simply develop real estate. Instead, we seek to deliver broader social, economic, and environmental objectives for Torontonians, Ontarians, and Canadians.

By coordinating key stakeholders around a strategic approach to waterfront revitalization, we're advancing important policy objectives, including increasing economic competitiveness and creating jobs, reducing urban sprawl, developing mixed-use communities where families and businesses thrive, increasing the supply of affordable housing, expanding public transit, and creating great parks and public spaces.

Record

So far, we've led or catalyzed 2.5 million square feet of development along the waterfront, adding affordable housing, commercial space, aquatic habitat, critical

Examples of projects that received federal funding under TWRI Phase 1 ("Waterfront 1.0"):



Sherbourne Common



Corktown Common



Simcoe Wave Deck



Sugar Beach

Board Committees and Workforce

Gender breakdown of board:
50% Male; 50% Female

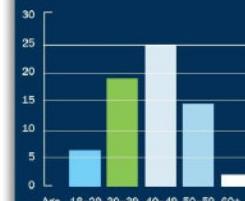
Gender breakdown of staff:
37% Male; 63% Female

Committees & panels

Mandate	Finance, audit & risk management committee	Stakeholder relations committee	Chairs committee	Investment, real estate, & quayside committee
Chair	Financial reporting, audit, enterprise risk management, and project risk management	Public engagement, communications, partnerships	Human resources, government relations, governance	Quayside, development projects, and real estate transactions
Other members	Janet Reeks-Alderman	Sevinn Pelvetzian	Helen Burstin	Susie Henderson Mazyar Mortazavi
	Julie Di Lorenzo Suzie Henderson Denzil Milwan-Wong Jeanity Shim	Mohamed Dheneni Mona Gorder Jeanity Shim	Susie Henderson Mazyar Mortazavi Sevinn Pelvetzian Janet Reeks-Alderman	Stephen Diamond Monic Gentile Michael Hoogendoorn

*As of March 31, 2018

Employee age distribution



Waterfront Toronto staff*

Role	Male	Female	Total
Executive	5	5	10
Director	5	7	12
Professional Staff	17	29	46
Support Staff	0	5	5
Total	27	46	73

*As of December 31, 2017

Development Activities



Development

These tables present an overview of development projects in the precincts under our mandate, either completed or underway. Individual buildings are generally owned by private developers or institutions; we work with partners to plan and design complete communities where people can live, work, and play.

Completed Building Projects		LEED Status	# of Units	GFA (m²)
51. River City Phase 1	Gold, Certified	340	311,732	
52. River City Phase 2	Gold, Certified	250	139,478	
53. Canary District	Gold, Registered	360	237,266	
54. Aquaria	Platinum, Registered	362	381,895	
55. Canary Park	Gold, Certified	437	303,558	
Total Market Residential		1,767	1,373,009	
56. Onix Entertainment	Gold, Certified	0	475,000	
Total Commercial		0	475,000	
57. Yacoris Community Housing	Gold, Certified	243	212,964	
58. West Don Lands Affordable Rental Housing (Alphaville)	Gold, Certified	145	134,730	
59. West Don Lands Affordable Rental Housing (Fred Victor)	Gold, Certified	108	102,224	
Total Affordable Housing		496	449,888	
60. George Brown College Waterfront Campus	Gold, Certified	0	215,000	
61. Canary District—George Brown College Residences	Gold, Certified	0	171,030	
Total Institutional		0	386,500	
62. Canary District-YMCA	Gold, Certified	0	99,145	
63. Sherbourne Common Pavilion	Gold, Certified	0	1,546	
Total Community Services		0	100,693	

Building Projects under Design or Construction	LEED Status	# of Units	GFA (m²)
51. Mondo Condominium	Gold, Registered	563	479,290
52. Aquavista	Platinum, Registered	307	367,464
53. Aquaria	Not Registered	226	429,420
54. Asaphella	Platinum, Registered	174	266,132
55. River City Phase 3	Gold, Registered	331	338,180
56. River City Phase 4	Gold, Registered	155	120,799
57. Block 10 West One Lands	Not Registered	360	360,000
58. Block 13 West One Lands	Not Registered	450	456,605
59. Canary Block	Gold, Registered	167	151,108
60. Canary Commons	Gold, Registered	400	353,540
Total Market Residential		3,333	3,326,664
61. Waterfront Innovation Centre	Gold, Registered	0	350,000
62. Block 10 West One Lands	Not Registered	0	20,000
Total Commercial		0	370,000
63. Aragonne in Aquaria	Gold, Registered	80	300,035
Total Affordable Housing		80	300,035
64. George Brown College—The Arboretum	Not Registered	0	170,542
Total Institutional		0	170,542
65. Block 10 West One Lands	Not Registered	0	75,000
66. Cherry Place—Reval Options for Homes	Not Registered	360	185,157
Total Community Services		360	185,157

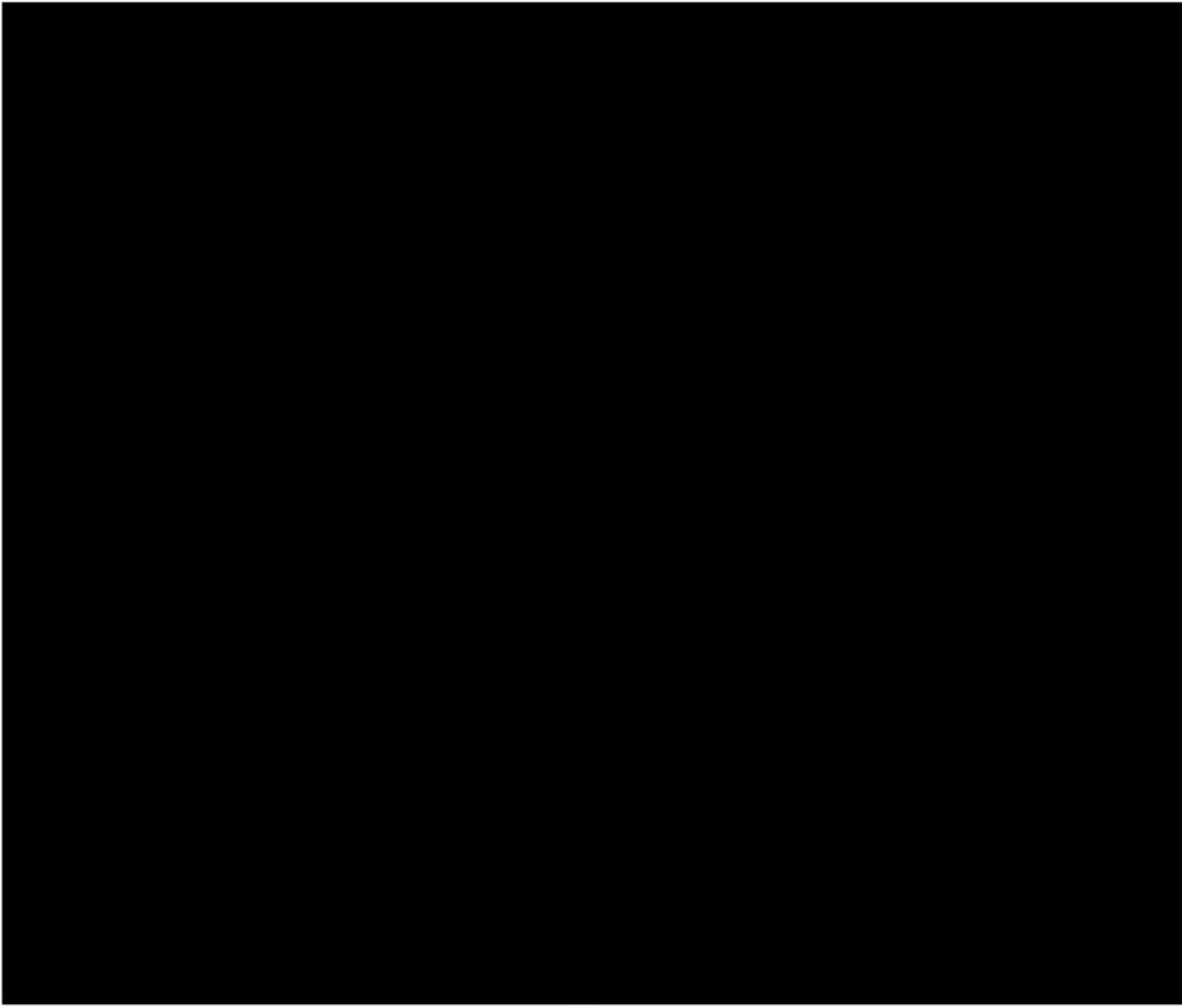
Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 28, 2018 9:30 AM
To: Tippins, Shawn (INFC)
Subject: RE: Notes from call with Meg Davis & Kristina Verner - Nov 26/18

Looks good. Only minor edit/addition below.

Thanks!

From: Tippins, Shawn (INFC)
Sent: November 27, 2018 8:56 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Notes from call with Meg Davis & Kristina Verner - Nov 26/18



**Pages 507
is withheld
pursuant to paragraphs
21(1)(a) and 21(1)(b)
of the *Access to Information Act***

**Le page 507
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 28, 2018 1:20 PM
To: Tippins, Shawn (INFC)
Subject: RE: fodder for DM note

They may also do a deck and share with DMO in advance of the meeting [REDACTED]
[REDACTED]

From: Tippins, Shawn (INFC)
Sent: November 28, 2018 1:17 PM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: fodder for DM note

Thx – good intel.

From: Faraday-Smith, Nancy (INFC)
Sent: November 28, 2018 1:14 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: fodder for DM note

Micah was at dinner that ISED hosted in Oct with DD

This meeting is a follow up to that event

Opportunity for SWL to meet bilaterally and talk about where they're at with vision for Quayside and MIDP

Opportunity for DM to ask more pointed questions about the Quayside business model / deal structure

SWL may describe what they see as the economic model for Quayside and what this means in terms of a partnership with the City

SWL may ask about what the federal priorities are for infrastructure at Quayside (*on this, can may look at relevant components of Invest in Canada Infrastructure Plan; we should also flag overarching expectations around data privacy*)

For TPs, suggest DM ask SWL what their thinking is in terms of infrastructure finance – do they have a particular approach in mind

May need a responsive TP on the CIB

Cariaga, Flordeliza (INFC)

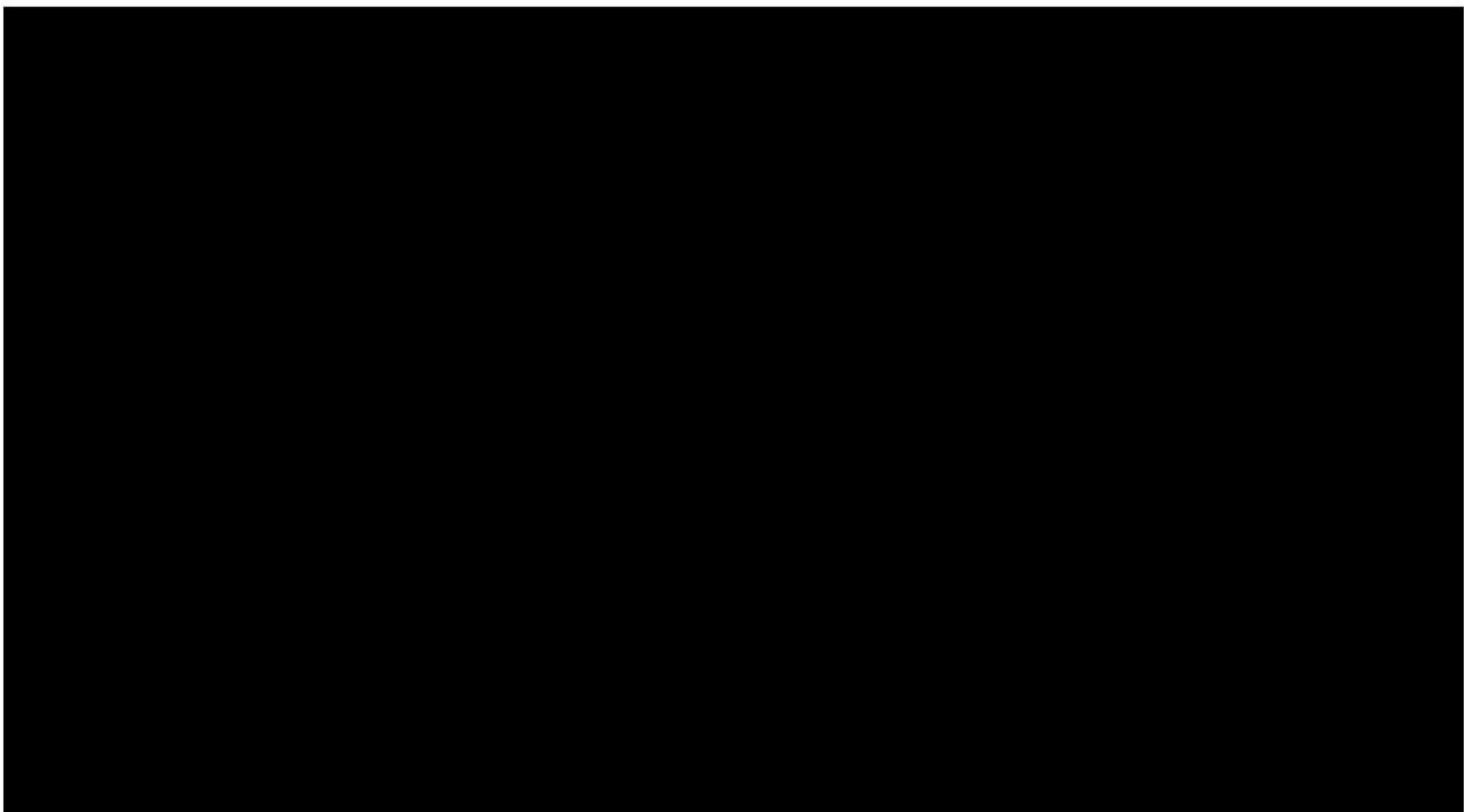
From: Faraday-Smith, Nancy (INFC)
Sent: November 28, 2018 4:53 PM
To: Boudreau, Marcia (INFC); Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC; Ladouceur3, Natalie (INFC)
Subject: RE: URGENT TASKING (IPI): Minister meeting with Dan Doctoroff (due Nov-28)
Attachments: UPDATED (clean) v2 - Dec 6 meeting with Dan Doctoroff.doc

Done. See revised note attached. No changes needed to annexes.

From: Boudreau, Marcia (INFC)
Sent: November 28, 2018 4:47 PM
To: Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC) ; INFC.O IPI.admo-BSMA.IPI O.INFC ; Ladouceur3, Natalie (INFC)
Subject: RE: URGENT TASKING (IPI): Minister meeting with Dan Doctoroff (due Nov-28)

[REDACTED] It is due to MINO tomorrow

From: Campbell, Glenn (INFC)
Sent: November 28, 2018 4:43 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Subject: Re: URGENT TASKING (IPI): Minister meeting with Dan Doctoroff (due Nov-28)



Glenn Campbell

613 941-0722 (w)

From: Faraday-Smith, Nancy (INFC)
Sent: Wednesday, November 28, 2018 4:10 PM
To: Boudreau, Marcia (INFC); Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: RE: URGENT TASKING (IPI): Minister meeting with Dan Doctoroff (due Nov-28)

Glenn, Marcia

If helpful to serve as a reminder, I emailed the package and believe Glenn got a hard copy midday yesterday (see attached). (Noting however that the time of the meeting changed from 4pm to 6pm so I updated the BN accordingly – also attached).

Given it was a simple update to an existing note, perhaps it would be OK to send the materials along?

All materials saved here: <G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\Memos\49205 - December 6 MIN meeting with Dan Doctoroff>

Nancy

From: O'Grady, Tammy (INFC)
Sent: November 28, 2018 4:03 PM
To: Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureauaudusm.infc@canada.ca>; Geerts, Line (INFC) <line.geerts@canada.ca>; Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Subject: RE: URGENT TASKING (IPI): Minister meeting with Dan Doctoroff (due Nov-28)

Hi Marcia,

Can you please provide an ETA for this docket? It has to be in MinO tomorrow so does have to go in the Deputy's bag this evening.

Thank you,
 Tammy
 613-941-7502

From: O'Grady, Tammy (INFC)
Sent: November 27, 2018 12:48 PM
To: INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureauaudusm.infc@canada.ca>; INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca>; INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>; INFC.F CS ADM Office / Bureau du SMA SM F.INFC <infc.csadmoffice-bureauaudusmasm.infc@canada.ca>; INFC.O Comm DGO Users / Utilisateurs Comm BDG O.INFC <infc.commdgousers-utilisateurscombdg.infc@canada.ca>; INFC.O CorpSec.MCTU.Users/Utilisateurs.Secmin.UCMV O.INFC <infc.corpsec.mctu.usersutilisateurs.secmin.ucmv.infc@canada.ca>; Geerts, Line (INFC) <line.geerts@canada.ca>; Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Corporate Sec / Sec Ministériel (INFC) <infc.corporatesec-

secministeriel.infc@canada.ca; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC)

<nancy.faraday-smith@canada.ca>

Subject: URGENT TASKING (IPI): Minister meeting with Dan Doctoroff (due Nov-28)

Good afternoon IPI,

The attached note was prepared for a meeting scheduled between the Minister and Dan Doctoroff back in October – the meeting never took place. It has been rescheduled for December 6th at 4:00 in the Minister's office (10-014). Please update the note, as necessary, and provide to our office by COB tomorrow (4:00 pm), November 28th. WebCims #49205.

Thank you,

Tammy O'Grady

Coordination and Special Projects Officer | Agente de coordination et projets spéciaux

Deputy Minister's Office | Bureau du sous-ministre

Infrastructure and Communities | Infrastructure et Collectivités

Infrastructure Canada

427 Laurier Avenue West, 10th Floor, Ottawa, ON K1R 5C7

tammy.ogrady@canada.ca

Telephone | Téléphone 613-941-7502

Facsimile | Télécopieur 613-948-2963

Government of Canada | Gouvernement du Canada



Infrastructure
Canada

Canada



SCENARIO NOTE TO THE MINISTER

MEETING BETWEEN MINISTER OF INFRASTRUCTURE AND COMMUNITIES AND DAN DOCTOROFF, CEO, SIDEWALK LABS

MEETING DETAILS

- **DATE/TIME:** Thursday, December 6, 2018, 18h00
- **LOCATION:** Minister's Office (10-014)
- **PARTICIPANTS:**
 - The Honourable Francois-Philippe Champagne, Minister of Infrastructure and Communities
 - Dan Doctoroff, Chief Executive Officer, Sidewalk Labs (see Bio in Annex A).

PURPOSE

- To learn about Sidewalk Lab's (Sidewalk) plans to reimagine Toronto's eastern waterfront as a smart city pilot, and how they see this vision being adopted in areas across Canada.

HIGHLIGHTS/KEY CONSIDERATIONS

- Sidewalk is working with Waterfront Toronto on a development plan that would see the eastern waterfront Quayside area become a new technology-enabled neighbourhood where digital solutions and forward-thinking urban design could be tested and applied to improve the quality of life for people in cities.
- This meeting presents an opportunity to learn how the Quayside project is unfolding in collaboration with Waterfront Toronto, and Sidewalk plans for public engagement on key aspects of the Quayside plan (e.g., data collection, governance, ownership as well as privacy) in advance of completing a draft of the Master Innovation and Development Plan (MIDP) in early 2019. See introductory letter from Mr. Doctoroff in Annex B.
- Sidewalk's broader vision as a company is to "blend people-centered urban design with technology to achieve new standards of sustainability, affordability, mobility, and economic opportunity" and they have signalled interest in partnering with governments on this vision.
- Given its breadth of ambition, the Quayside development plan will implicate the mandates of different departments and ministries across the three orders of government. INFC continues to work as the portal into the federal government as specific policy issues and engagement opportunities around Quayside emerge.

KEY BACKGROUND

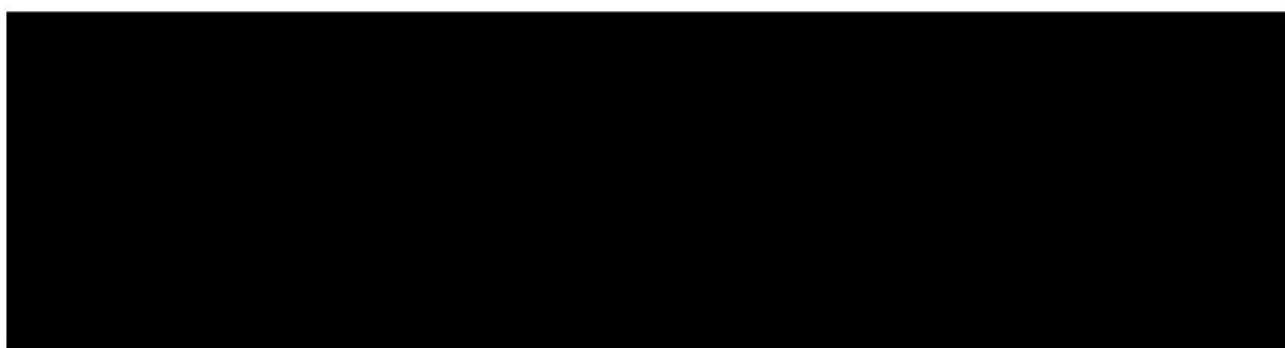
- Waterfront Toronto is an independent agency created in 2001 under provincial statutes by Canada, Ontario and the City of Toronto to manage the Toronto Waterfront Revitalization Initiative. SWL was created by Google's parent company Alphabet in 2015 to design, test, and build urban innovations.
- In a November 2017 announcement attended by the Prime Minister, Waterfront Toronto selected SWL as a funding and innovation partner to develop Quayside, a small geographic area on the waterfront, following a public and global RFP process.
- Under an agreement between Waterfront Toronto and Sidewalk, the company has committed \$50 million towards fully developing a long-term development plan for Quayside. No lands or other rights have been committed to Sidewalk and the terms of the Plan Development Agreement (PDA) allow for a process to work on a plan for development.
- Sidewalk will also consider moving Google Canada's headquarters to the waterfront area as an anchor for the urban innovation cluster, and has committed to promoting innovation in Toronto through establishment of a new institute.
- While Sidewalk, working with Waterfront, has engaged with the public on early aspects of its development proposal, public concerns continue to be voiced around privacy, data governance, procurement/intellectual property and the privatization of urban planning.
- As part of their response to these concerns, on October 18, 2018 Sidewalk Labs outlined draft proposals for a Quayside digital governance framework at a meeting of Waterfront Toronto's arms-length Digital Strategy Advisory Panel (DSAP) (see full deck attached as Annex C).
 - The proposals include development of responsible data use guidelines; the application of open data standards and requirement for a Responsible Data Use Impact Assessment; and, the creation of a Civic Data Trust, an independent entity to control, manage and make publicly accessible all data that could reasonably be considered a public asset.
- Waterfront and Sidewalk continue to work with the DSAP, other data experts and members of the public to refine the governance framework as draft chapters of the MIDP are being finalized. INFC is closely monitoring this activity.
- Many supporters of Quayside point to the benefit of positioning Toronto at the leading edge of experimentation and urban innovation, as well as setting new benchmarks for digital governance. Smart city innovation and technology adoption is happening and this project potentially allows for Canada to actively participate and gather experience and intelligence on how policy frameworks may need to adapt to changing realities.
- As it may pilot first-to-market technologies, the Quayside project is expected to generate much larger, at scale, proposals that will need to be weighed against current policies at federal, provincial and municipal level. More broadly it may test the balance between

fostering innovation and appropriate frameworks for public trust, namely digital governance laws and regulations.

- Both Waterfront Toronto and Sidewalk Toronto have been encouraged to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish appropriate bodies to provide guidance, such as the Waterfront's Digital Strategy Advisory Panel that will help identify and frame policy issues that will arise under the planning for Quayside.
- Importantly, Waterfront will need to take any development plan before the three orders of government should there be need for specific approvals of initiatives under the MIDP.

PROPOSED TALKING POINTS/PROPOSED QUESTIONS

- The Quayside project undertaken by Waterfront Toronto is a very exciting and ambitious project to promote innovation and advanced urban planning to produce better outcomes for the communities.
- Public trust and community engagement on Quayside is key and due process is important to that outcome.



- We also look forward to seeing how the components of the full plan balance innovation and public trust, particularly as it relates to data governance.
- As you know, my colleague Minister Bains led public consultations on the ways digital technology and a data-driven economy are affecting Canadians, as the Government of Canada is thinking hard on appropriate policy frameworks to support innovation but also protect privacy of Canadians.

Questions

- Are you able to shed light on how the plan is coming together and the process you are following in collaboration with Waterfront Toronto?
- How much of the plan is scalable or could be scoped differently?
- Will there be options around who delivers various components of the plan?

- How does Sidewalk plan to monetize its involvement as a business?
- What is Sidewalk's view on how to manage and address issues and perceptions around digital governance and data usage?
- What are the key challenges and impediments you see in developing the plan and creating sufficient public and government support to make it a reality?

Mr. Dan Doctoroff
Chief Executive Officer, Sidewalk Labs



Dan Doctoroff is Chairman and Chief Executive Officer of Sidewalk Labs. Prior to joining Sidewalk Labs, Dan was President and Chief Executive Officer of Bloomberg L.P., the leading provider of news and information to the global financial community. During the seven years that he led the company, despite the 2008 financial crisis, Bloomberg's organic revenues nearly doubled.

Prior to joining Bloomberg L.P., Dan served as Deputy Mayor for Economic Development and Rebuilding for the City of New York. With Mayor Michael R. Bloomberg, Dan led the city's dramatic economic resurgence, spearheading the effort to reverse New York's fiscal crisis after 9/11 through a five-borough economic development strategy. This plan included the most ambitious land-use transformation in the city's modern history; the rebuilding of the World Trade Center site; the largest affordable housing program ever launched by an American city; and the formation of new Central Business Districts and Industrial Business Zones. Dan also oversaw the creation of PlaNYC, New York's path-breaking sustainability plan.

Before joining the Bloomberg administration, Dan was Managing Partner of the private equity investment firm Oak Hill Capital Partners. While at Oak Hill, Dan founded NYC2012, the organization that spearheaded efforts to bring the Olympic Games to the city.

Dan serves on the Boards of the University of Chicago, World Resources Institute, United States Olympic Committee, Bloomberg Philanthropies and Human Rights First. He is the founder of Target ALS, which raises funds for and has established a new model of collaboration to advance ALS research. He is a founder and chairman of Culture Shed, an innovative new cultural institution at the Hudson Yards in Manhattan.

Dan is a graduate of Harvard College and The Law School at the University of Chicago.

A native of Michigan, Dan has lived in New York for the past 32 years with his wife, Alisa. The Doctoroffs have three grown children.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 29, 2018 7:09 AM
To: Gillis, Kelly (INFC); Campbell, Glenn (INFC)
Subject: Re: SWL Site Plan Briefing - 10 am tomorrow

I'll be reaching out to WT soonest this morning to ask for SWL narrative and Qs and As and have suggested to Comms that they do the same with their WT contact .

Will circle back.

Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Gillis, Kelly (INFC)
Sent: Thursday, November 29, 2018 6:04 AM
To: Campbell, Glenn (INFC)
Cc: Faraday-Smith, Nancy (INFC)
Subject: Re: SWL Site Plan Briefing - 10 am tomorrow

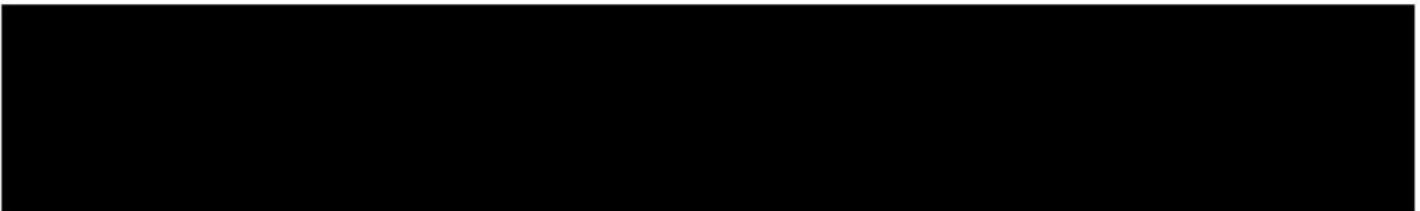


Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Wednesday, November 28, 2018 8:59 PM
To: Gillis, Kelly (INFC)
Cc: Faraday-Smith, Nancy (INFC)
Subject: FW: SWL Site Plan Briefing - 10 am tomorrow



I see the WFT Board juts getting the deck today as well.



Glenn

From: Hobbs, Joshua (INFC)
Sent: November 28, 2018 5:22 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

Cc: Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>

Subject: FW: SWL Site Plan Briefing - 10 am tomorrow

Glenn and team, see below and attached.

From: Cameron MacKay [<mailto:CMacKay@waterfronttoronto.ca>]

Sent: November 28, 2018 4:56 PM

To: 'MacGillivray, Lauren (MOI)' <Lauren.MacGillivray@ontario.ca>; Andrew Tumilty <ATumilty@waterfronttoronto.ca>

Cc: Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>; 'Deborah Blackstone' <Deborah.Blackstone@toronto.ca>; Don

Peat <Don.Peat@toronto.ca>; Edward Chalupka [REDACTED] <@waterfronttoronto.ca>

Subject: SWL Site Plan Briefing - 10 am tomorrow

Hi all,

Attached please find SWL's media advisory and media briefing deck that they will be walking media through tomorrow. We have asked them to place an embargo until 3:00 p.m. owing to the fact that we (and you) are receiving these materials so late in the game. We are preparing our own QAs which @Andrew Tumilty will share when complete but please refer questions to us as appropriate.

Best,

Cameron

cameron mackay | vice president, strategic communications and engagement | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED] | cmackay@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

Cariaga, Flordeliza (INFC)

From: Hobbs, Joshua (INFC)
Sent: November 29, 2018 10:15 AM
To: Eyre, Jennifer (INFC); Geerts, Line (INFC); INFC.F DM Office / Bureau du SM F.INFC;
Cc: Gillis, Kelly (INFC); Fenrich, Julia (INFC); Marchildon, Caroline (INFC); Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Nassif, Marie-Pier (INFC)
Subject: RE: For DMO info: SWL Site Plan Briefing - 10 am tomorrow
Attachments: Nov29-SidewalkRelease.pdf; SWL media briefing - 112918 530pm.pdf; WT QAs - SWL draft site plan briefng - 112910 930am.docx; Social media.pdf

Hi Kelly and Glenn,
Attached are the materials for this morning's SWL media brief on the site plan. I have also attached WT's questions and answers, which they will continue to refine and send an update later today.
WT will be at the briefing to observe, but they are not participating.

Thanks,
Josh

From: Hobbs, Joshua (INFC)
Sent: November 28, 2018 7:12 PM
To: Eyre, Jennifer (INFC) ; Geerts, Line (INFC) ; INFC.F DM Office / Bureau du SM F.INFC
Cc: Fenrich, Julia (INFC) ; Marchildon, Caroline (INFC) ; Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; Nassif, Marie-Pier (INFC)
Subject: For DMO info: SWL Site Plan Briefing - 10 am tomorrow

Good evening,
I am sharing for your information that Sidewalk Labs is planning a media briefing on Thursday morning to go over their site plan. The briefing will be a preview of material to be presented at the public roundtable on December 8th. I have attached the media advisory to this email, and WT will be developing key messages and QAs that I will also share.

Thanks,

Joshua Hobbs

Senior Communications Advisor, Communications Directorate, Ministerial and Advisory Services
Infrastructure Canada / Government of Canada
joshua.hobbs@canada.ca / Tel: 613-960-6869 / [REDACTED]
Conseiller principal en communications, Direction des Communications, Services ministériels et consultatifs
Infrastructure Canada / Gouvernement du Canada
joshua.hobbs@canada.ca / Tél. : 613-960-6869 / [REDACTED]

For immediate release
November 29, 2018

**SIDEWALK LABS REVEALS PRECEDENT SETTING PROPOSAL
FOR A NEW NEIGHBOURHOOD AT QUAYSIDE**
Includes 40% below-market housing and 9,000+ construction jobs

TORONTO — Sidewalk Labs revealed today a proposal for a new neighbourhood at Quayside that will improve the quality of life for Torontonians and set a new standard for urban living. The plan combines the latest in urban design and emerging technology to achieve unprecedented affordability and economic growth. Quayside will have 40% below-market housing, create 9,000 new jobs in construction and house 3,900 jobs upon completion.

"We know how important the revitalization of Quayside is for the city and everyone who lives here. Torontonians want more affordable housing, faster ways to get around the city, safer streets for pedestrians and cyclists, a cleaner and healthier environment. That's what we are aiming to do by creating this new neighbourhood," said Jesse Shapins, Director of Public Realm. "This draft site plan released today demonstrates what we are envisioning for Quayside and how we aim to address these critical challenges facing Toronto."

Key features of the plan include:

- 40% below-market housing at Quayside, including 20% affordable housing and 20% middle-income housing.
- Upwards of 9,000+ direct and indirect jobs will be created in Ontario as a result of the building construction at Quayside.
- Approximately 3,900 jobs will be located at Quayside upon completion, with a mix of office, retail, production and community.
- All of the buildings at Quayside will be made of mass-timber. This will energize the Canadian timber industry placing the country in a world leading position in design, fabrication and construction. This will be the greatest concentration of mass timber buildings in the world.
- A 75-85% reduction in greenhouse gas emissions compared to today's standard developments.
- New ways to get around including the planned LRT, a safer Vision Zero neighbourhood, and flexible streets that prepares for an automated vehicle future.
- Extraordinary public and green spaces and waterfront access that will be accessible for everyone.
- A proposed, independent, [Civic Data Trust for all "urban data"](#). No one has a right to own information collected from Quayside including Sidewalk Labs.

The Site Plan released today will be presented to the public at the [4th Public Roundtable](#), taking place on Saturday, December 8th. Public feedback will be incorporated into a detailed Master Innovation and Development Plan to guide future work at Quayside, which is expected to be released in early 2019. It will be reviewed by Waterfront Toronto and all three

levels of government and undergo public consultations led by both Waterfront Toronto and the City of Toronto.

Sidewalk Labs

Sidewalk Labs aims to combine world-class urban design with cutting-edge technology to set new standards of sustainability, affordability, and economic opportunity for people of all incomes abilities and ages.

Sidewalk Toronto

Waterfront Toronto has created the objectives and engaged Sidewalk Labs to design a new kind of complete community on Quayside that will serve as a model for sustainable and resilient neighborhoods throughout Toronto and cities around the world. Sidewalk Toronto also referred to as the Quayside project, has an ambition to address the toughest challenges facing cities — and meaningfully improve quality of life — through the combination of forward-thinking urban design and innovative technology.

– 30 –

For media inquiries:

press@sidewalklabs.com

Quayside Site Plan

NOVEMBER 29, 2018



Sidewalk Labs – Who We Are



Sidewalk Labs

We aim to combine world-class urban design with cutting-edge technology to set new standards for sustainability, affordability, and economic opportunity for Torontonians of all incomes, abilities, and ages.



Sidewalk Toronto

will create a new type of inclusive urban community that puts physical, digital, and social innovation to work for a better quality of life.



November 2018 – Where We Are in the Public Engagement Process

Roundtable

01

Approach
to Innovation

March 20, 2018

Roundtable

02

Responsible Data Use,
Streets, and Housing
Affordability

May 3, 2018

Roundtable

03

The Building
Blocks of
Quayside

Aug. 14 & 15, 2018

Roundtable

04

Draft Site Plan,
Housing Affordability,
Social Infrastructure,
Transportation,
Sustainability, and
Digital Governance

Dec. 8, 2018

Roundtable

05

Agenda
TBD

Early 2019

City /
Government
Public Review &
Consultation

MIDP
Spring
2019

Master Innovation
and Development Plan

Waterfront Toronto's Evaluation Framework for the MIDP



WATERFRONTORonto

WATERFRONT TORONTO KEY OBJECTIVES

Priority Outcomes and “Must Do’s” for the MIDP

Job Creation

Climate Positive

Affordable Housing

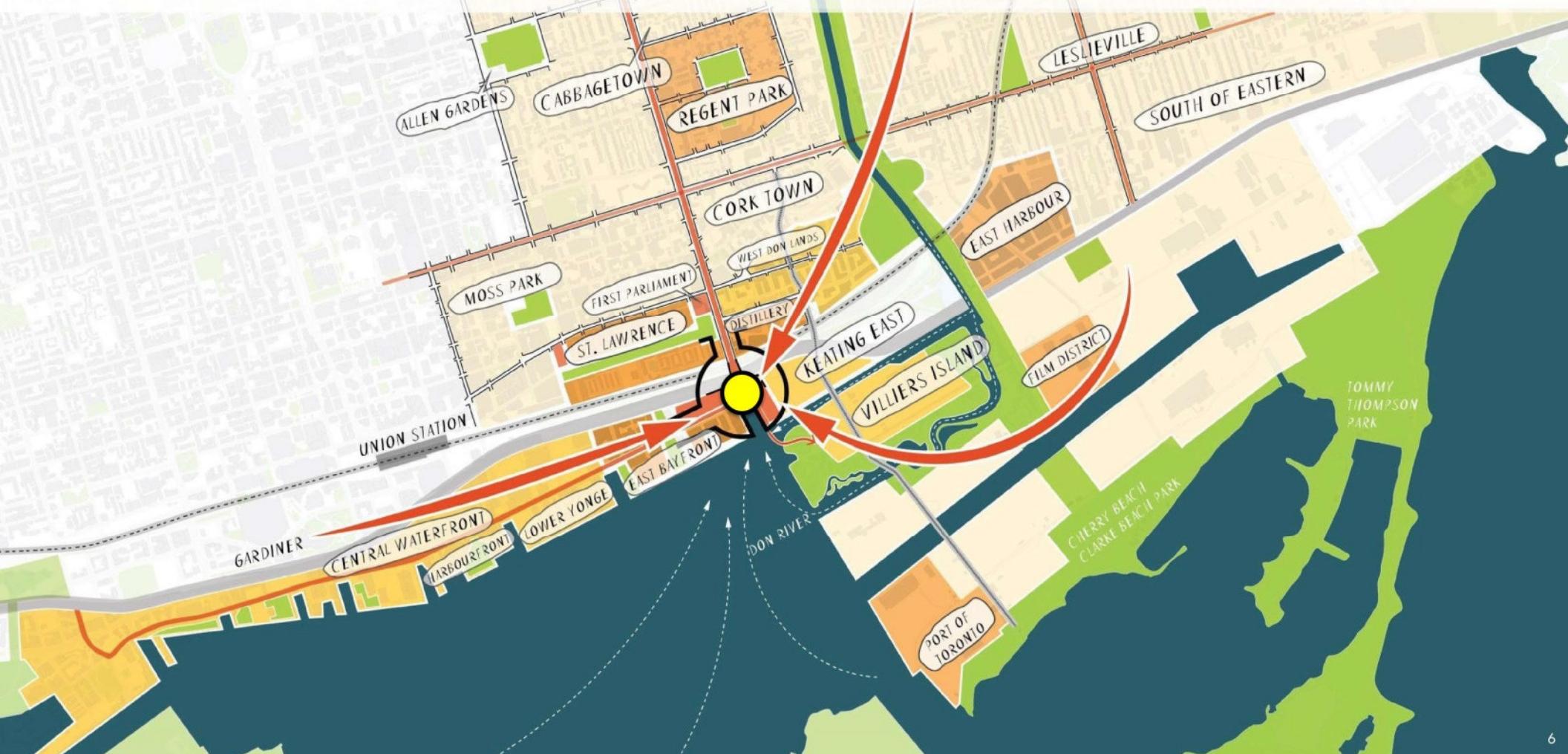
New Mobility

Data Privacy & Digital Governance

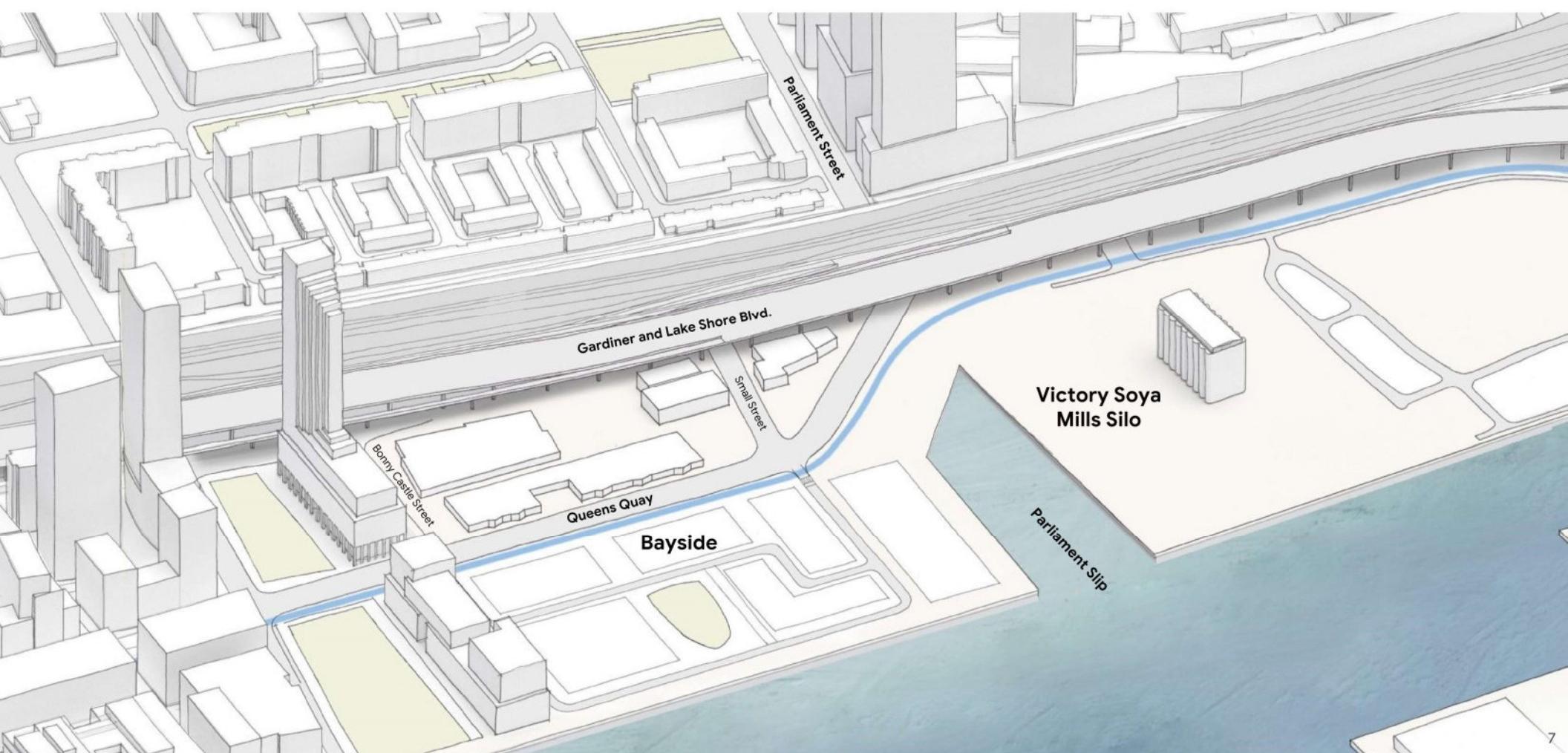
Quayside

A New Neighbourhood

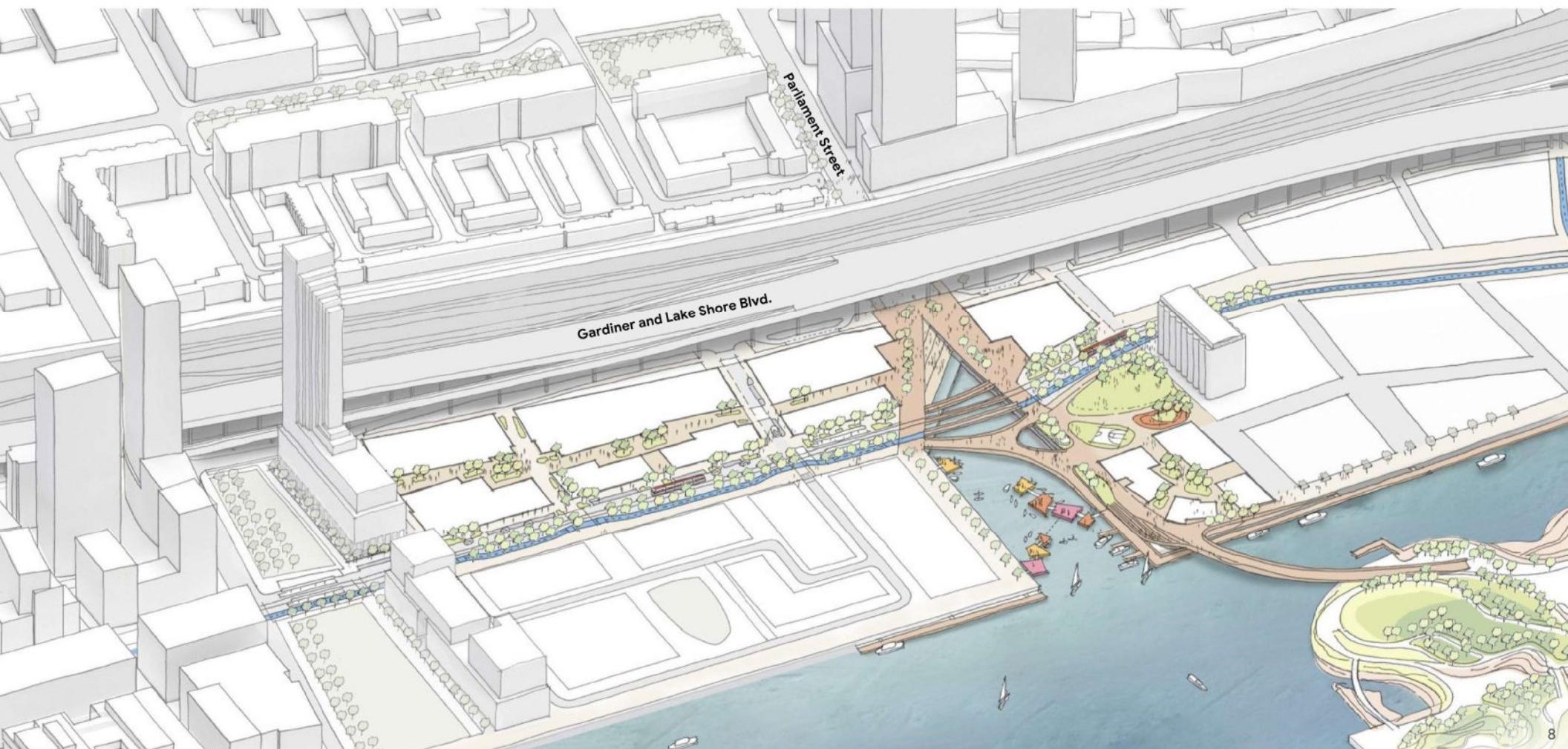
Quayside among Toronto's Downtown and East Neighbourhoods



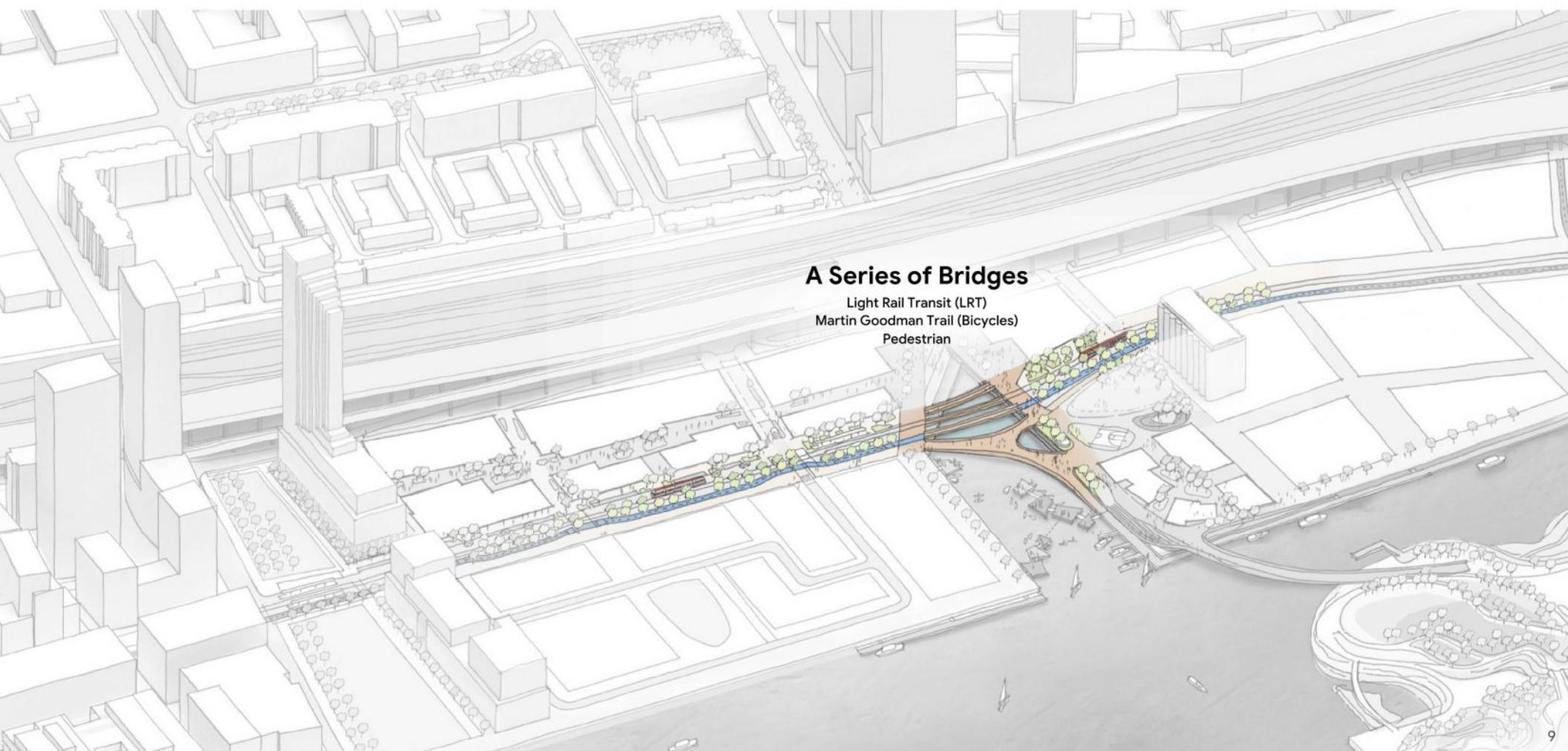
Quayside – Today



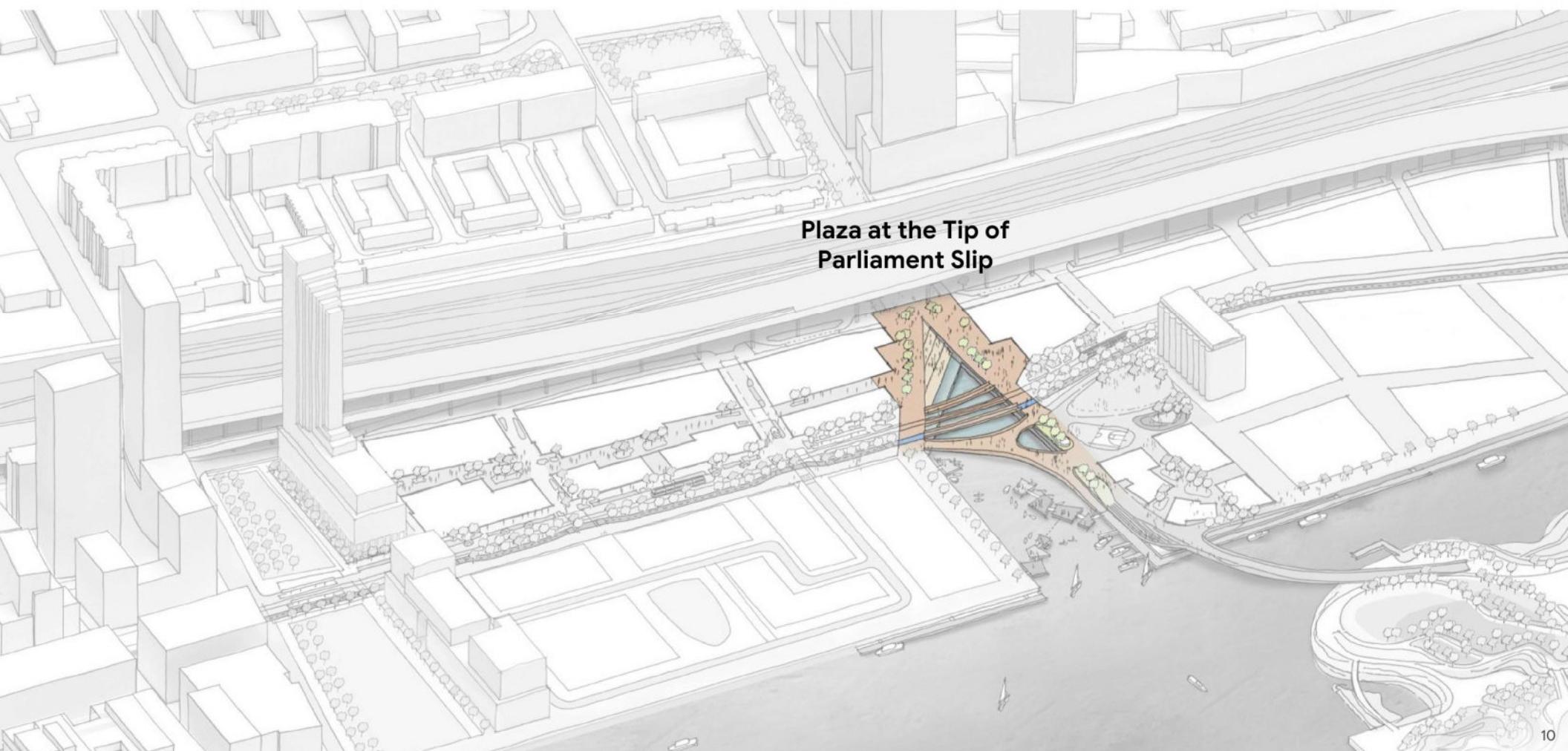
Quayside – People-first Streets and Public Realm



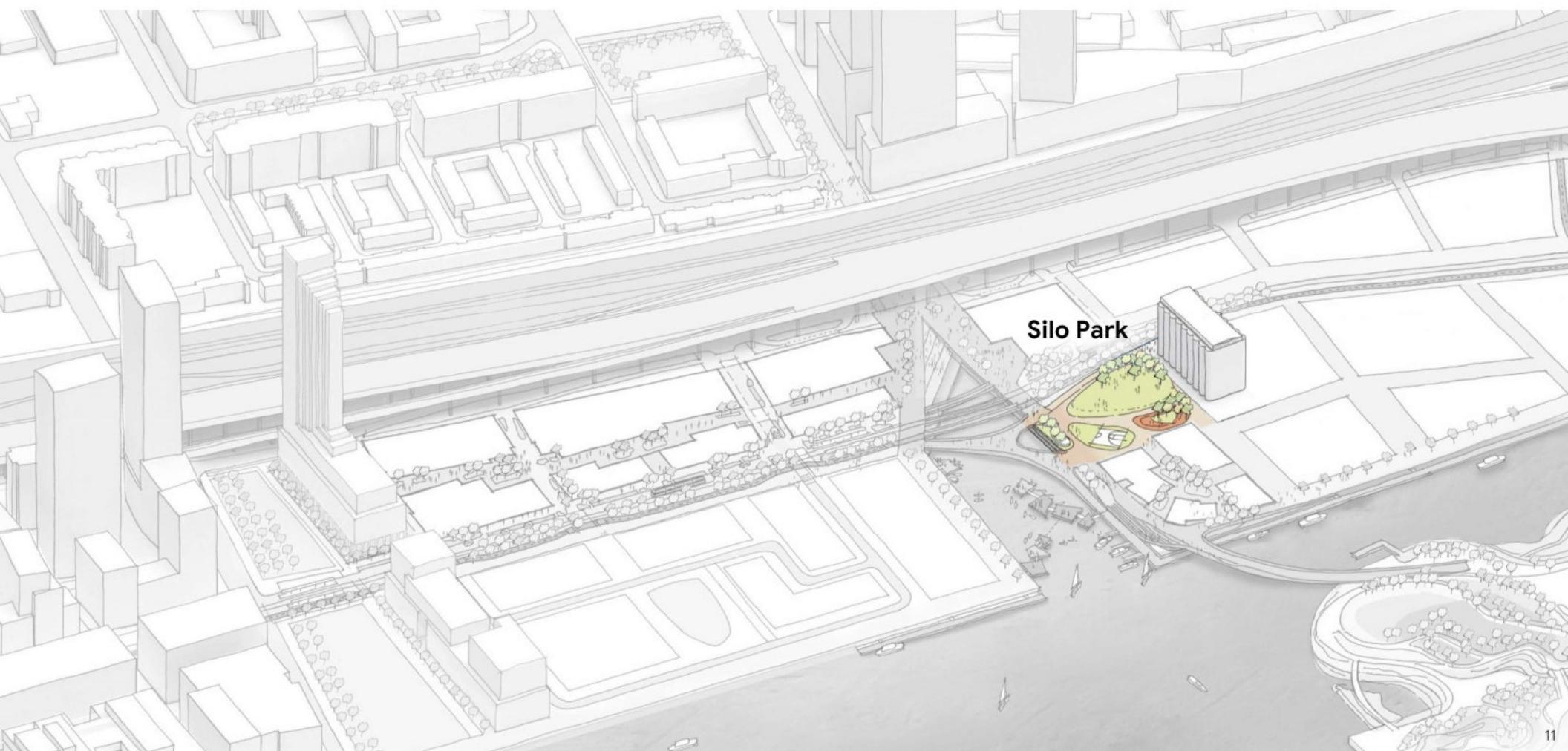
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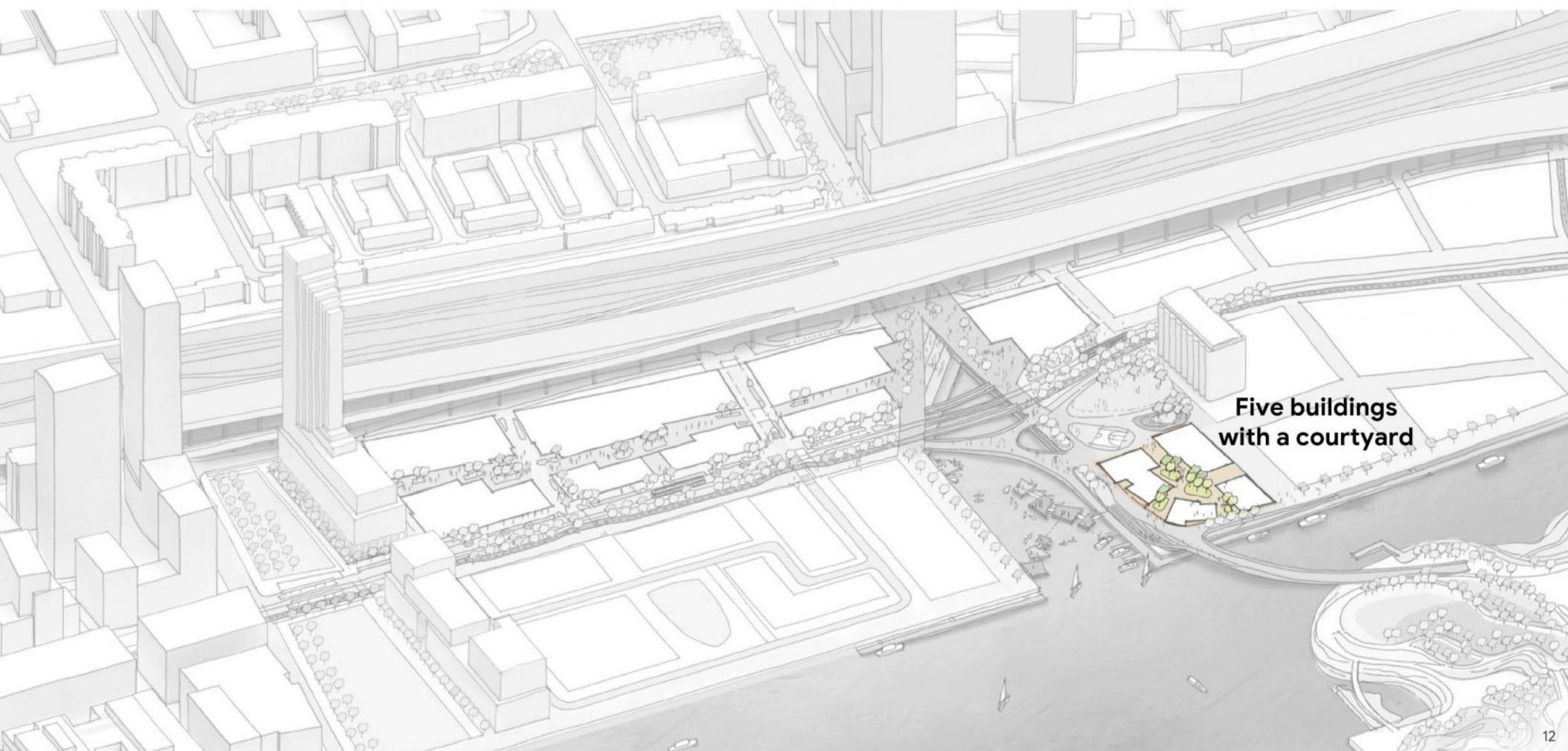
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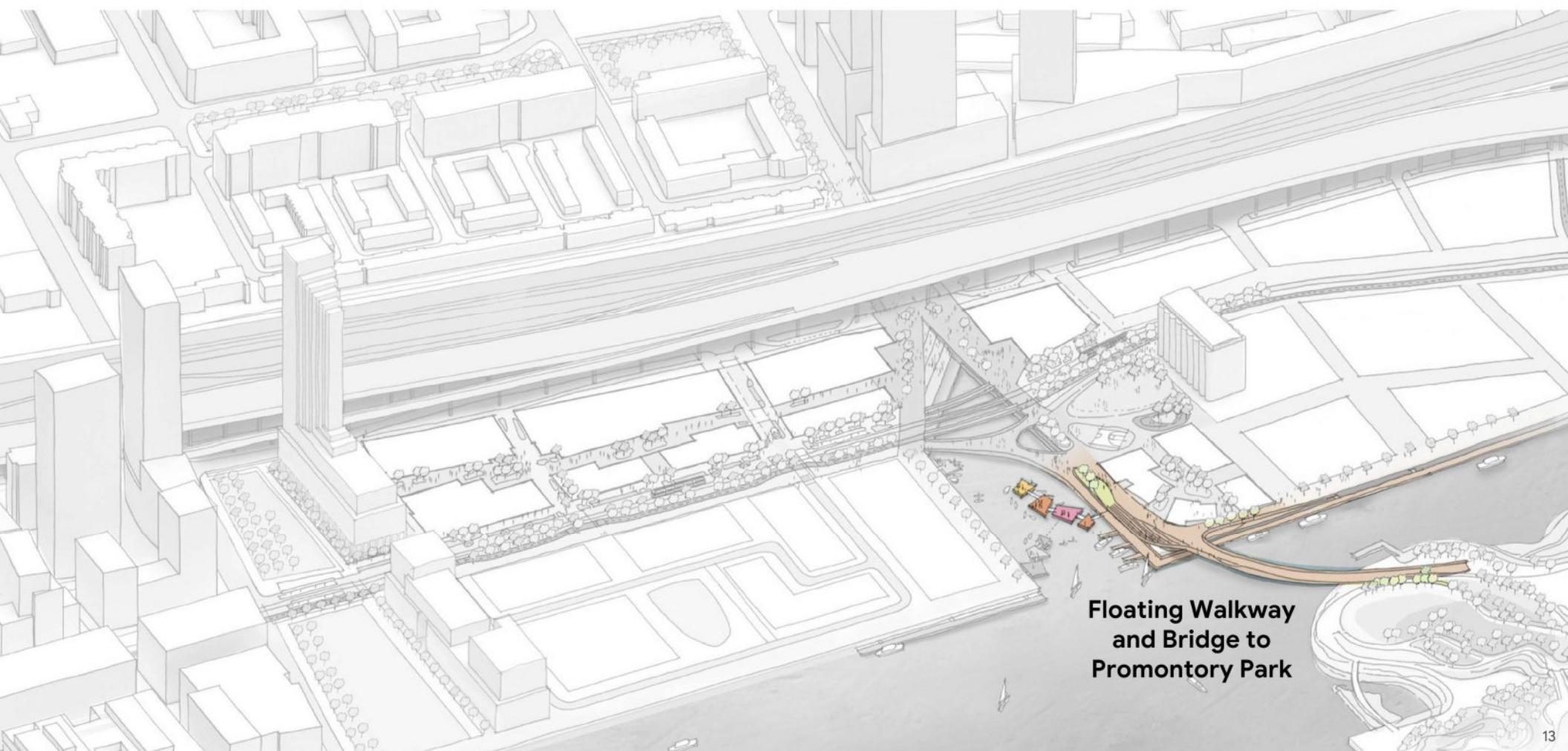
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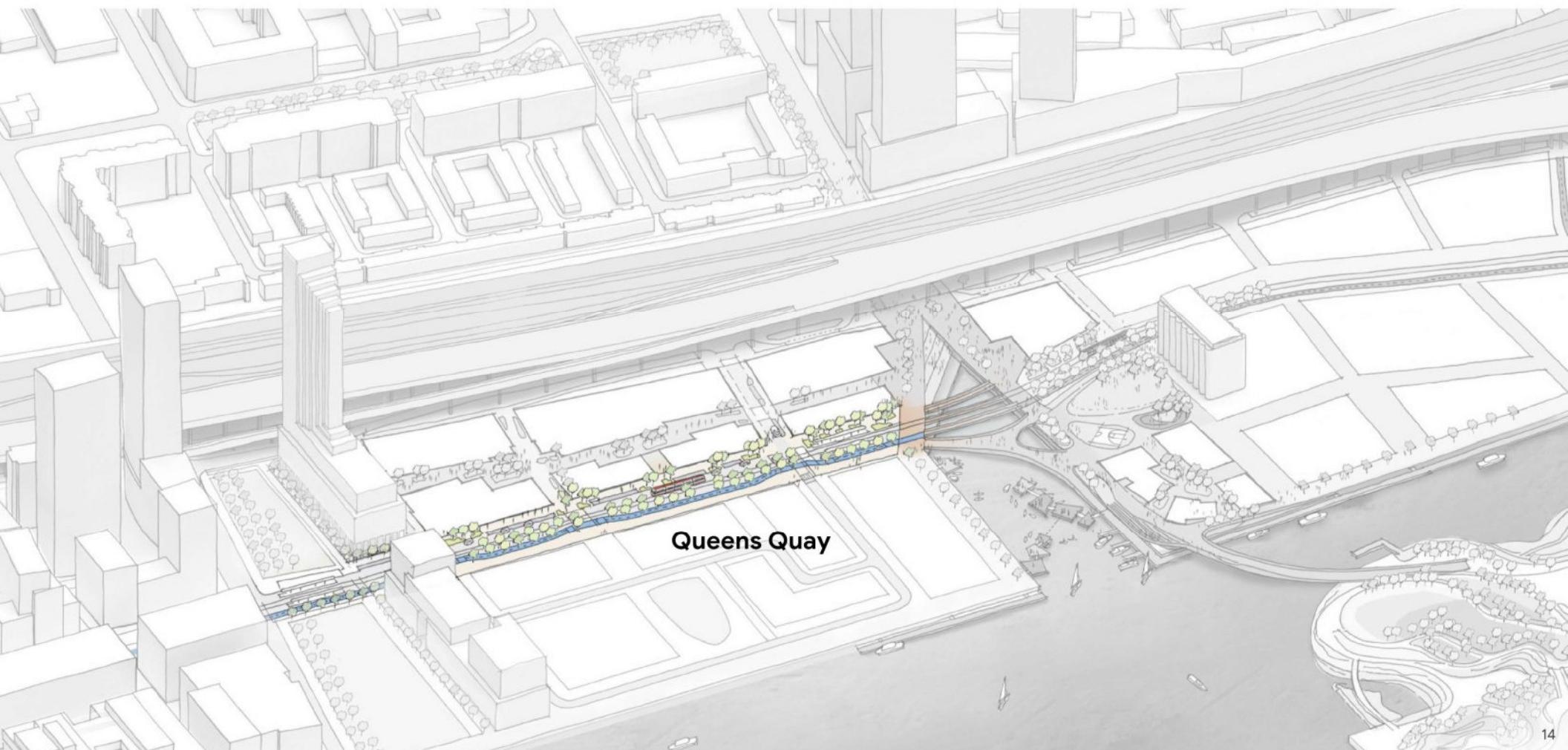


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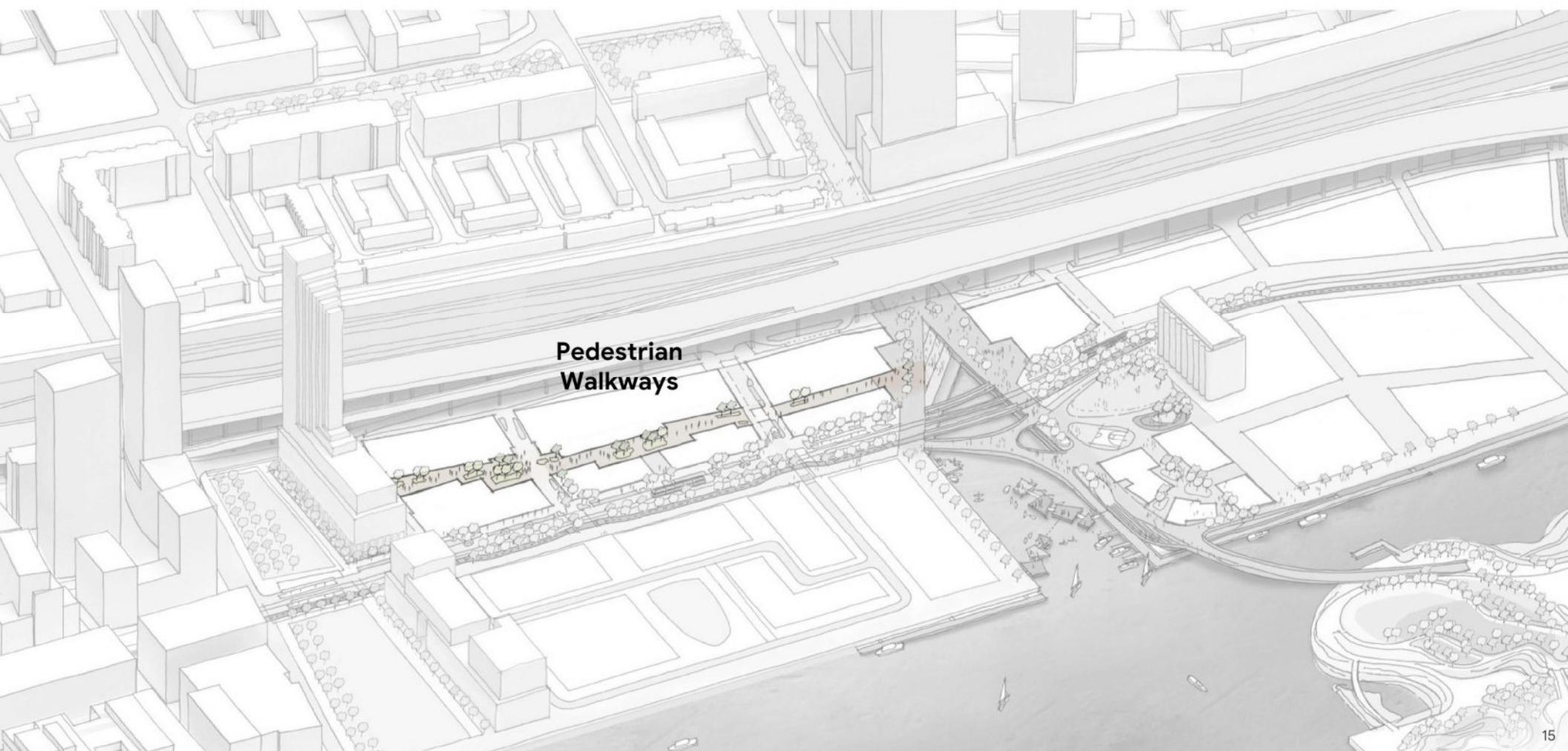


Floating Walkway
and Bridge to
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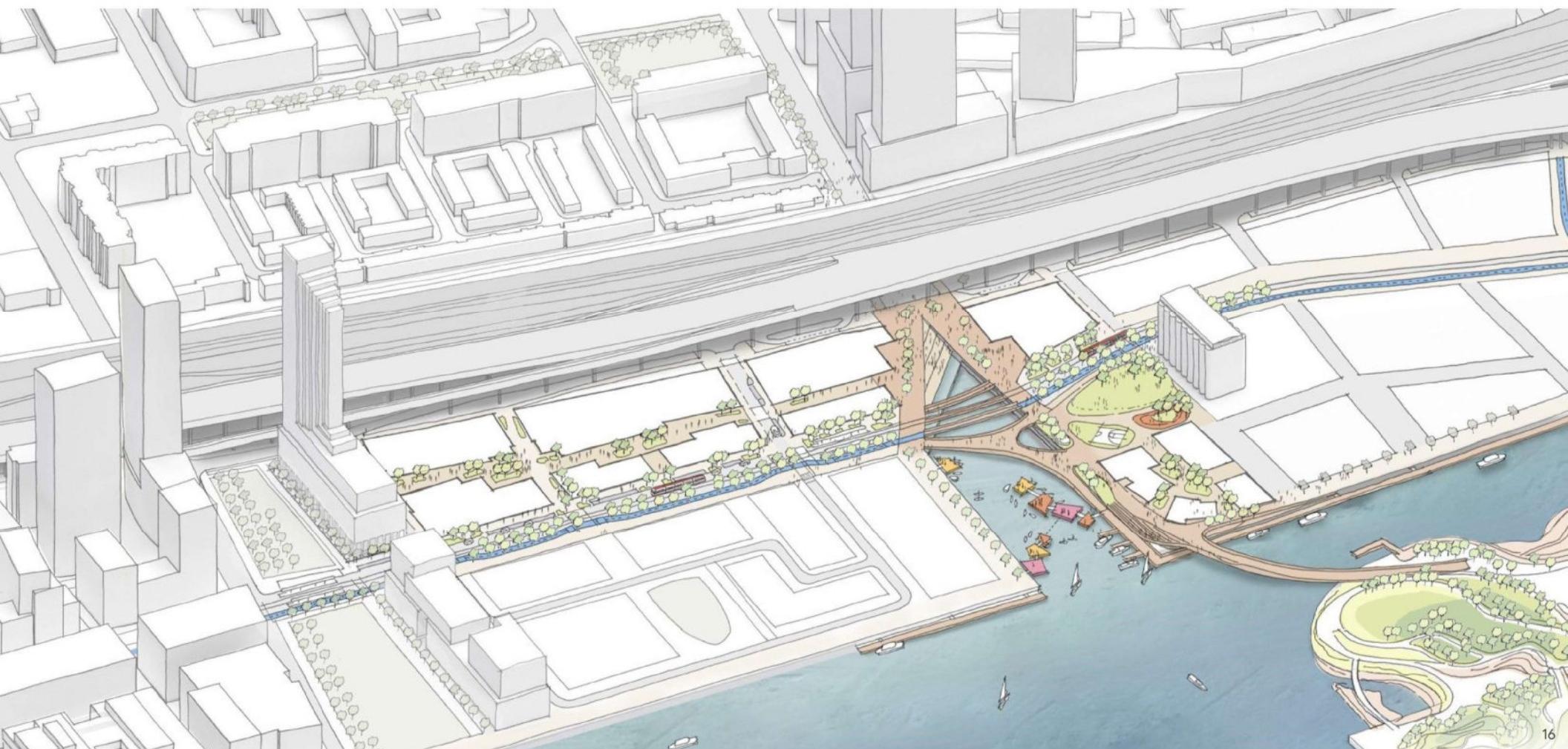
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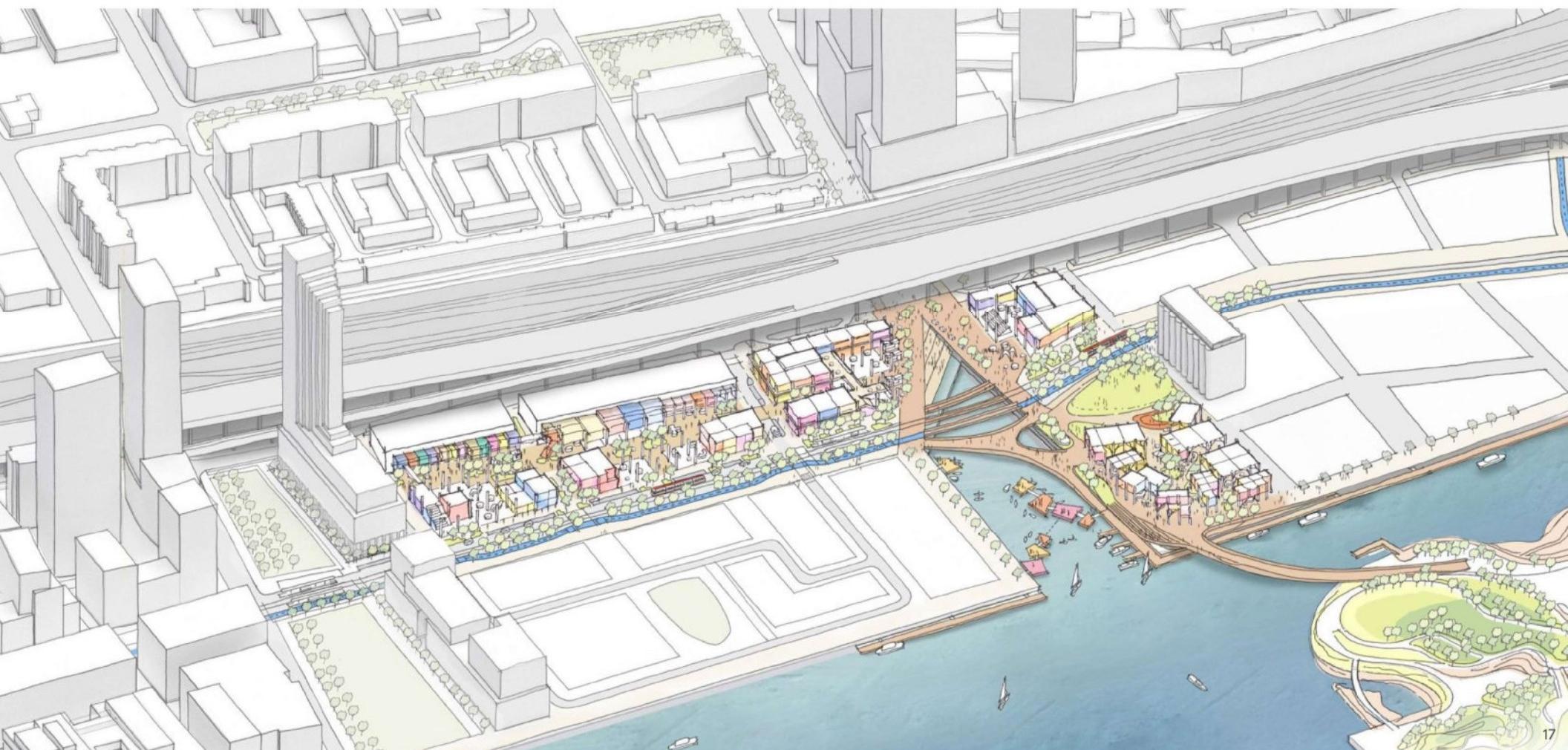
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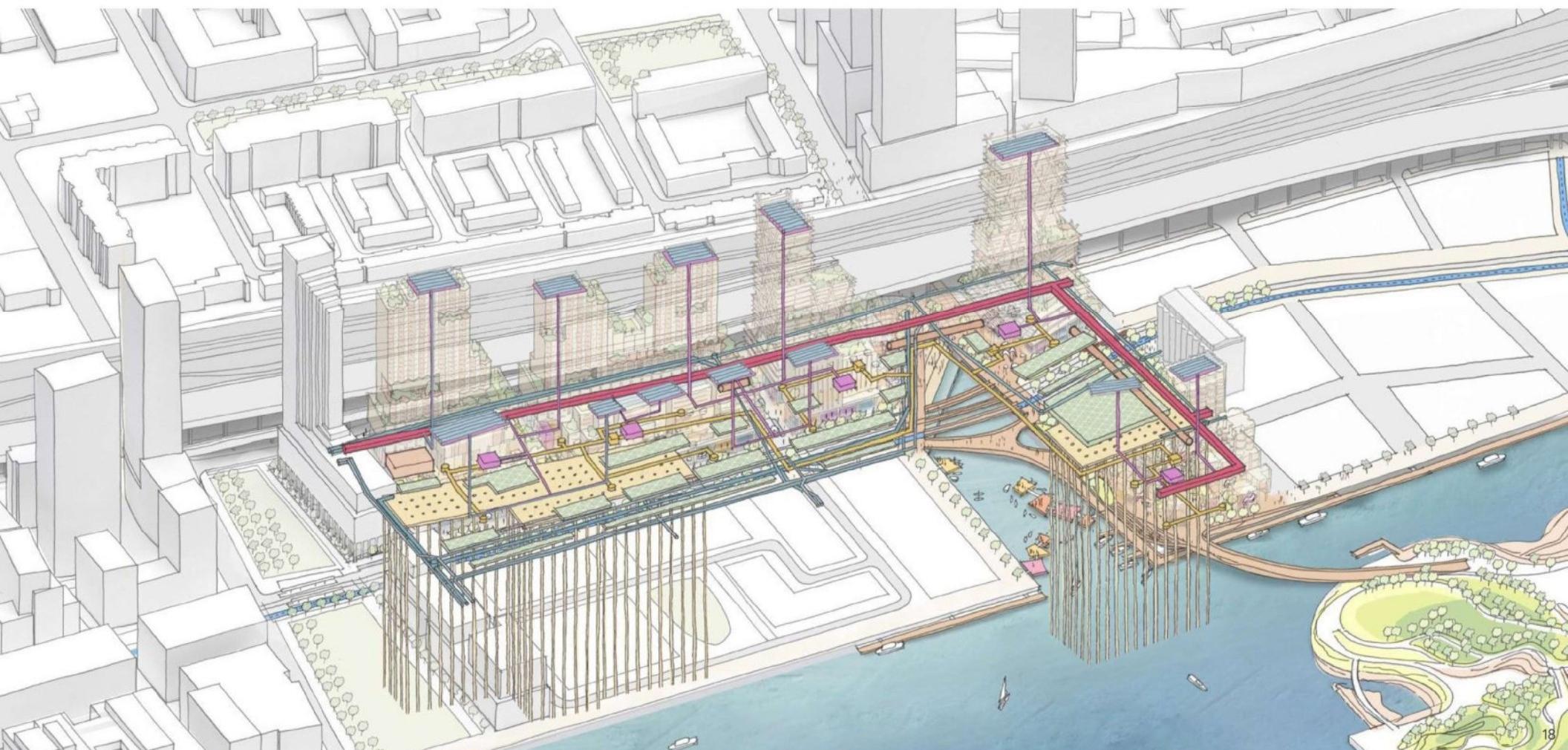
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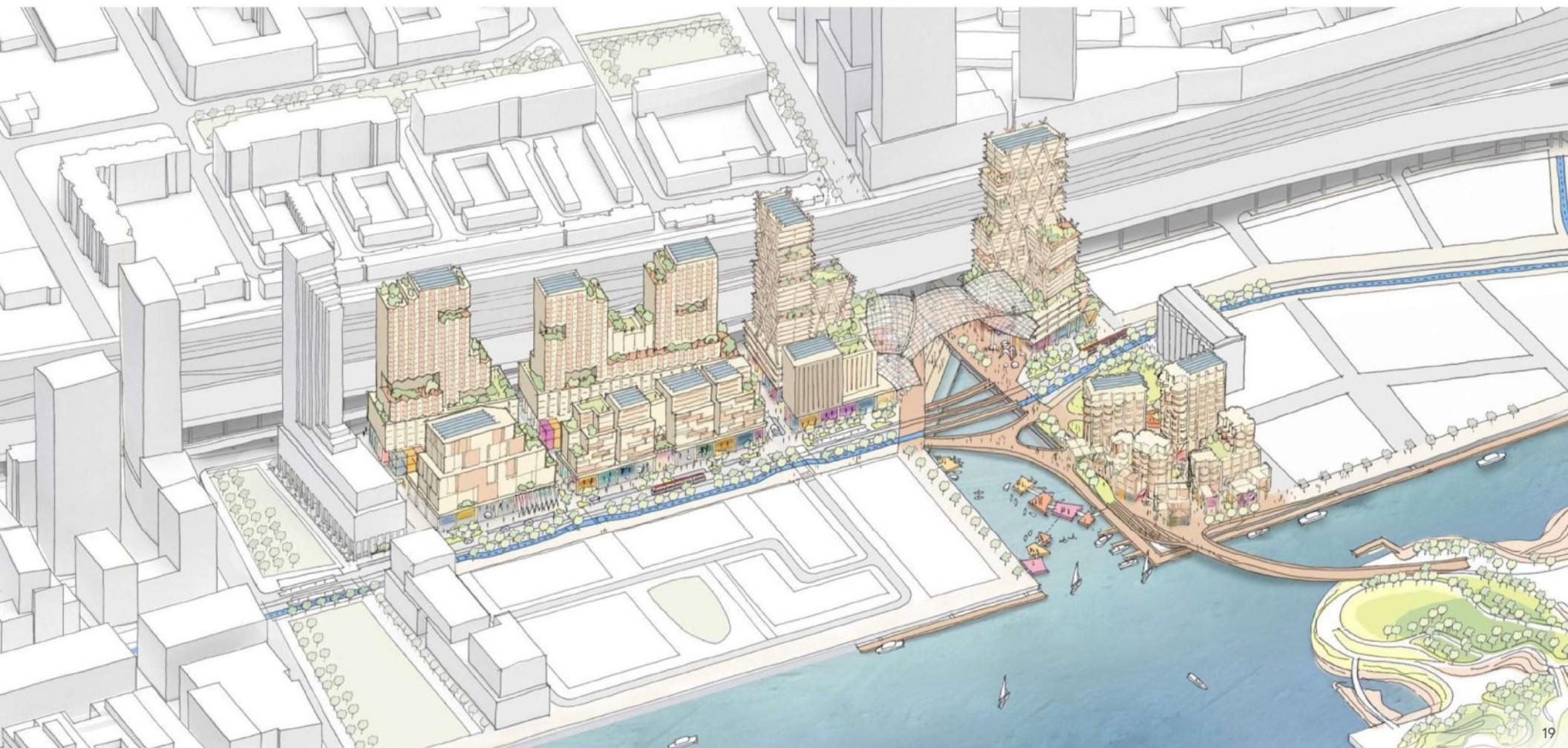
Quayside – Animating Ground Floor Spaces



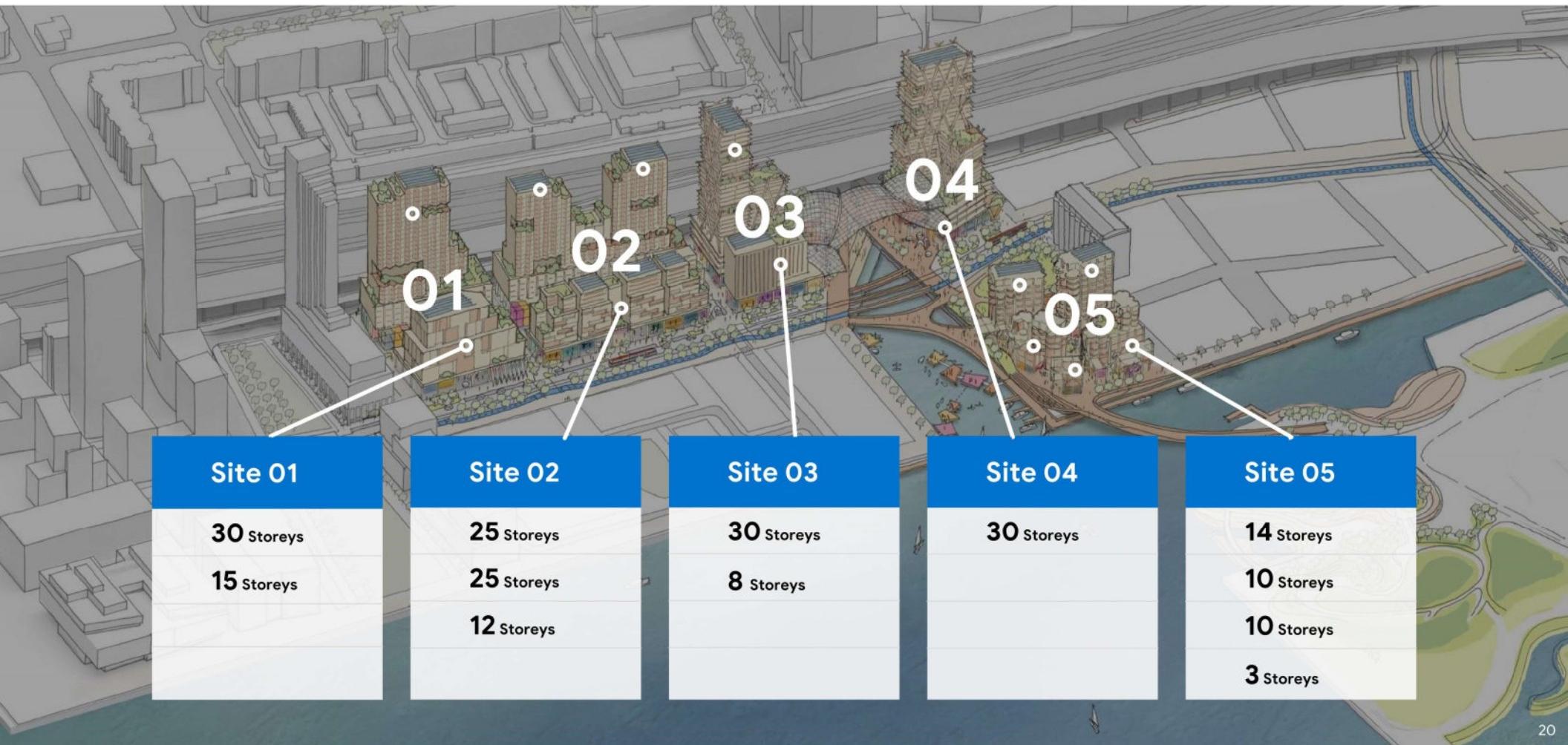
Quayside – Providing Sustainable Infrastructure



Quayside – Building Mass Timber



Quayside Draft Plan – Proposed Program Density up to 3.3M SF



Quayside Program – Proposed Program Density up to 3.3M SF

Baseline Program*

93% Residential

20% Affordable Housing

7% Commercial / Retail

3,100 Residential Units

6,200 Residents

Sidewalk Toronto Proposed Quayside Site Plan

68% Residential (11% Flexible Loft Space)

20% Affordable Housing (includes 5% deeply affordable)

Up to an additional **20% Middle-Income Housing** (includes 5% shared equity)

20% Commercial (3% Flexible Loft Space)

12% Flexible Lower Floors (Stoa: Retail, Production, Arts, Community)

2,500 Residential Units (approx.)

5,000 Residents (approx.)

Jobs Located at Quayside

3,900 Jobs (approx.)

- 3,400 Office
- 275 Retail
- 150 Production
- 75 Community

* Rough Estimates based on Zoning Maps

Quayside – 3,900 Jobs

Quayside will be the beginning of a new approach to urban development on Toronto's Waterfront that sets a new standard for urban development in the 21st century.

Job
Creation

Climate
Positive

Affordability
& Inclusivity

New
Mobility



More and Broader Non-Residential Uses

Significant increase in non-residential space beyond current requirements and inclusion of space for offices, community uses, creative spaces and small-scale production

Ground Floor Strategy

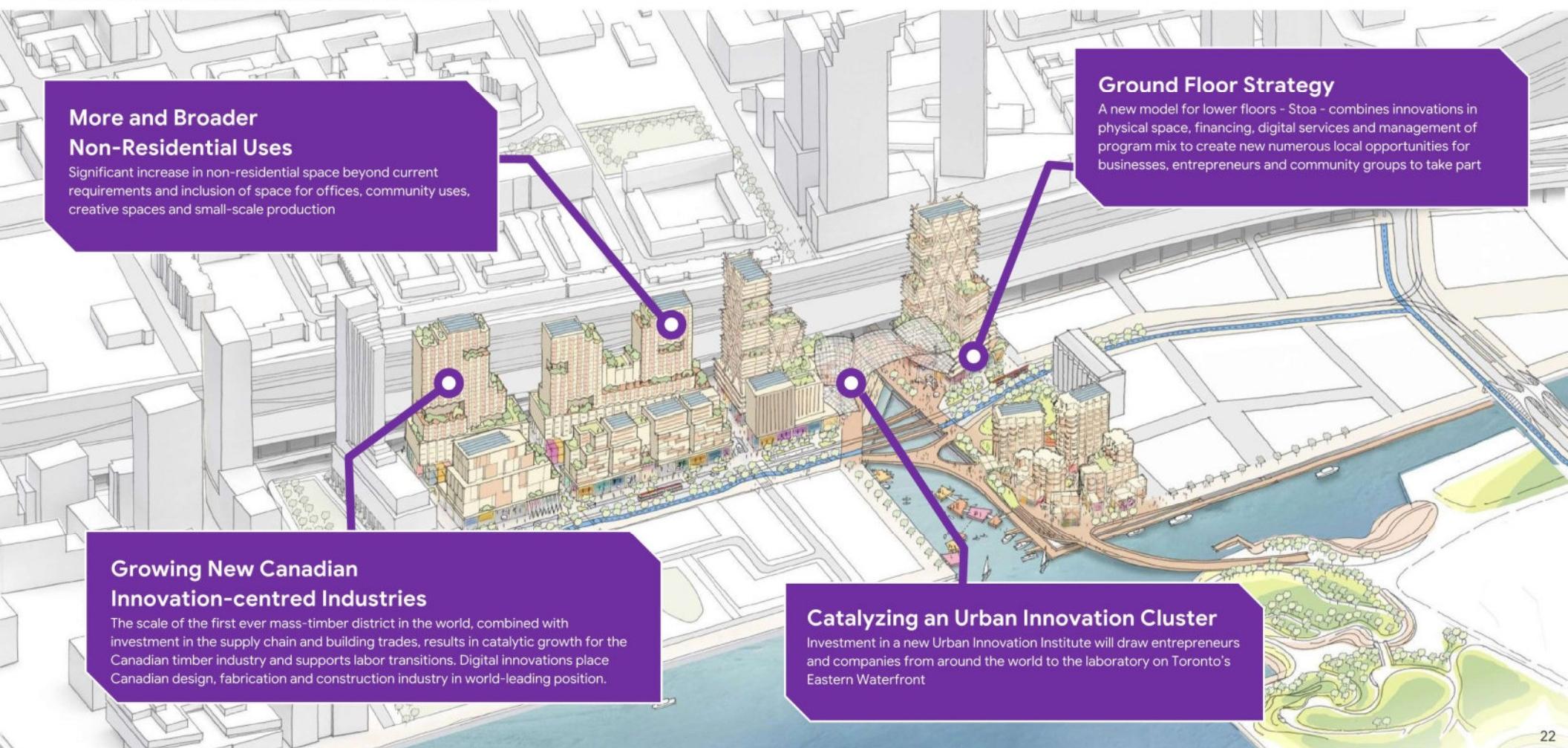
A new model for lower floors - Stoa - combines innovations in physical space, financing, digital services and management of program mix to create new numerous local opportunities for businesses, entrepreneurs and community groups to take part

Growing New Canadian Innovation-centred Industries

The scale of the first ever mass-timber district in the world, combined with investment in the supply chain and building trades, results in catalytic growth for the Canadian timber industry and supports labor transitions. Digital innovations place Canadian design, fabrication and construction industry in world-leading position.

Catalyzing an Urban Innovation Cluster

Investment in a new Urban Innovation Institute will draw entrepreneurs and companies from around the world to the laboratory on Toronto's Eastern Waterfront



Quayside – 75%-85% Reduction in GHG

Job
Creation

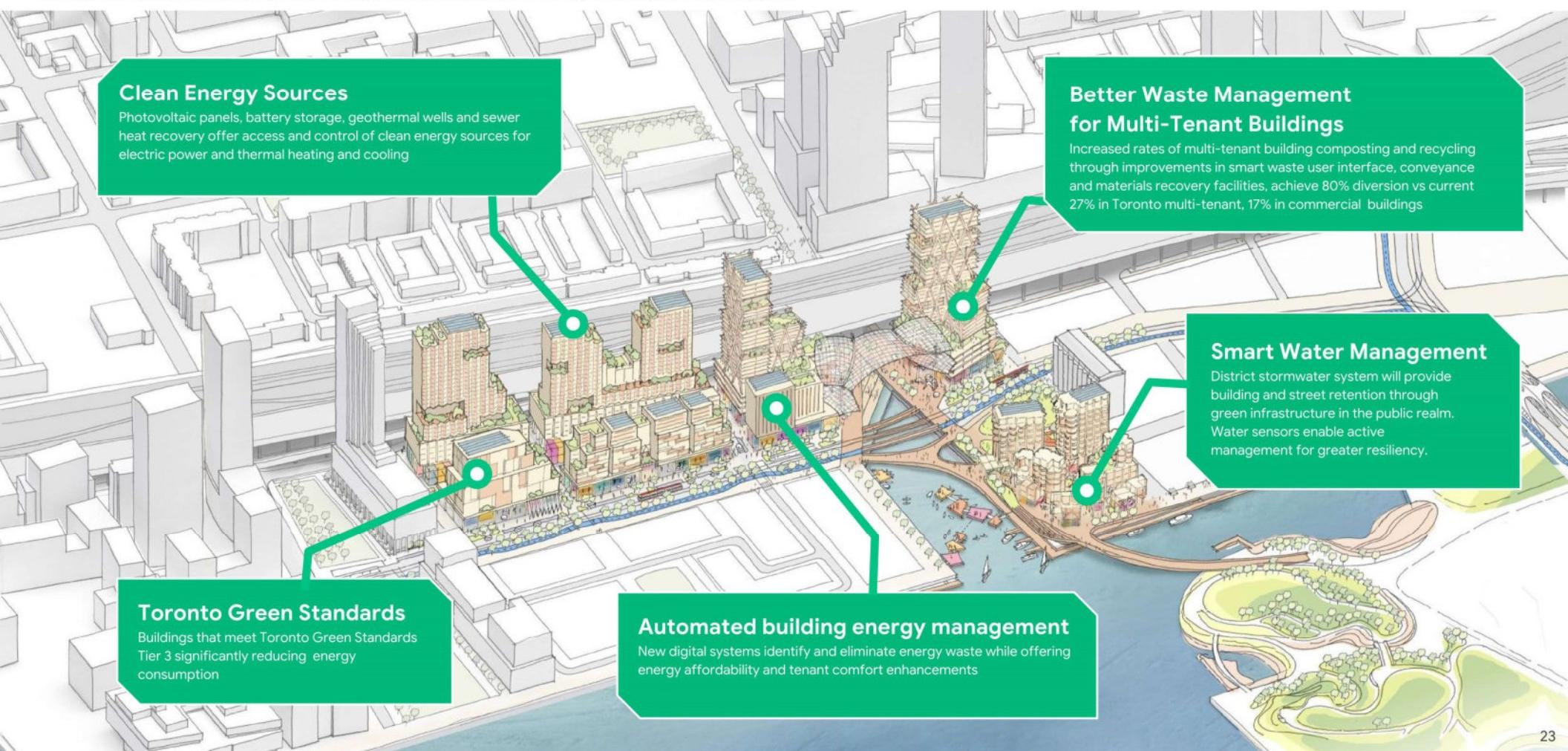
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In its initial real estate development, Sidewalk Labs will invest in a series of innovations that drastically reduce the level greenhouse gas (GHG) emissions, enable smarter management of resources, and reduce the cost of future upgrade and maintenance to the system.



Quayside – Up to 40% Below-Market Housing

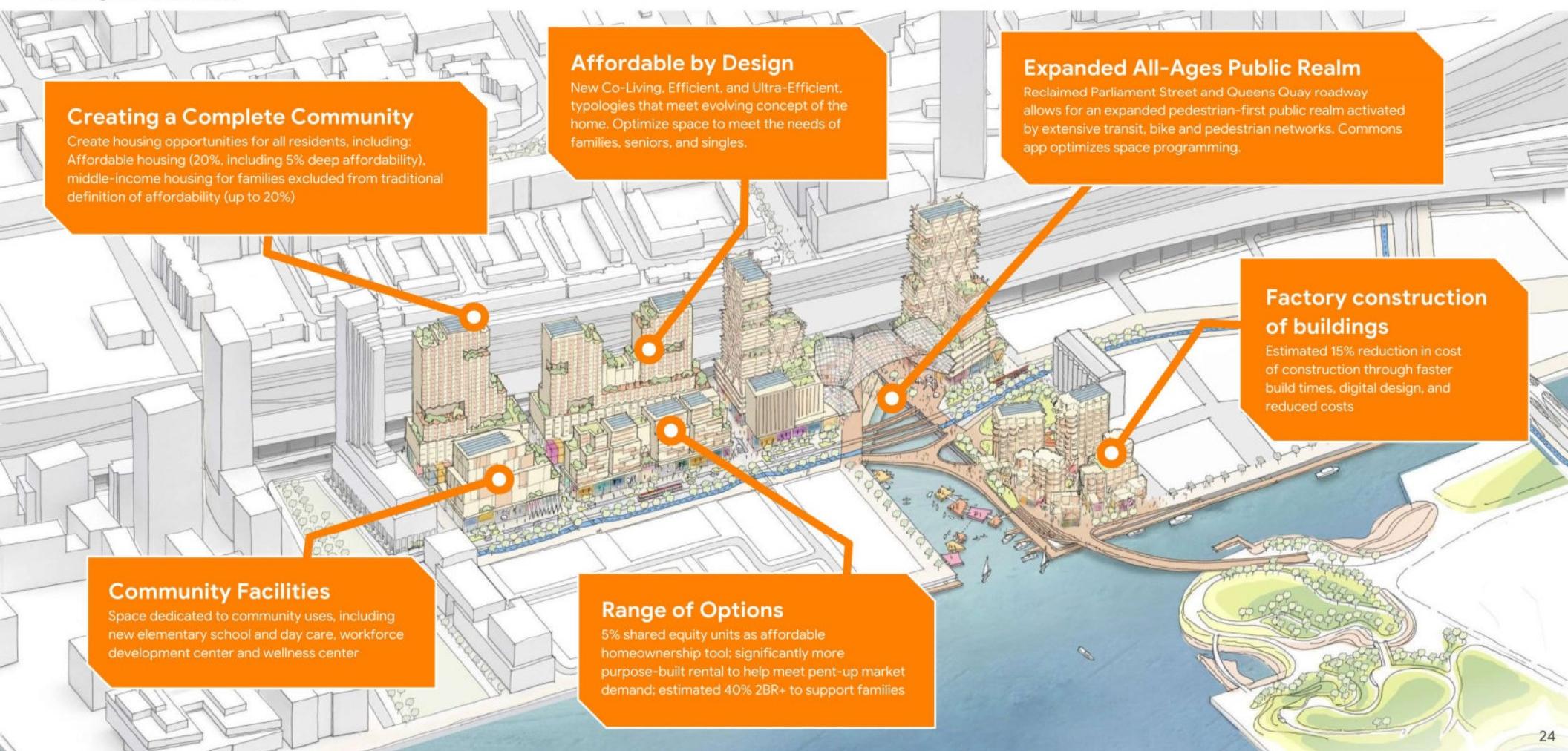
Housing affordability continues to worsen and is threatening Toronto's tradition of creating inclusive communities.

Job Creation

Climate Positive

Affordability & Inclusivity

New Mobility



Quayside – Reducing Congestion and Improving Safety

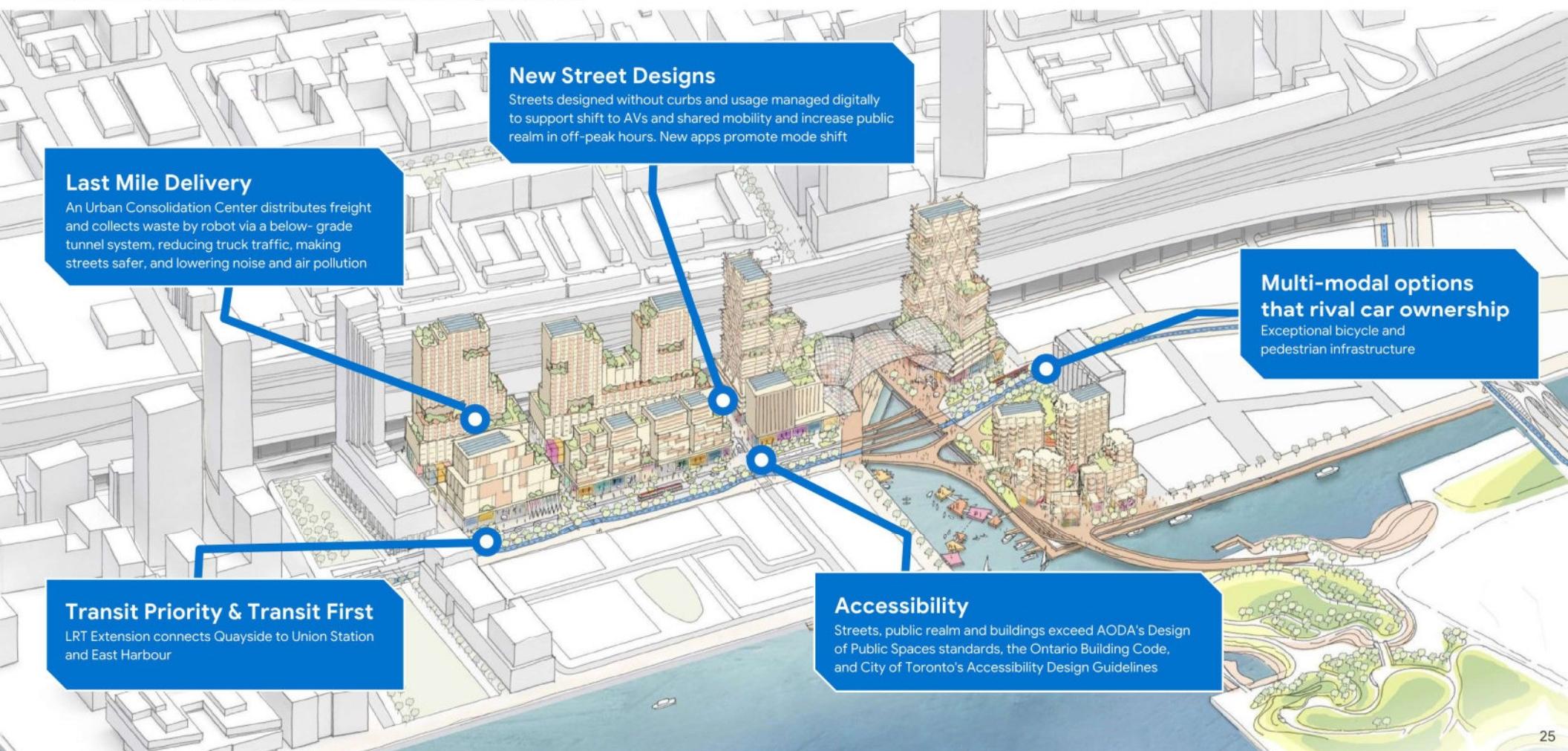
Growth is creating challenges to traditional ways of moving around, but support for transit and innovations in mobility management offer opportunities to help people and goods move easily.

Job
Creation

Climate
Positive

Affordability
& Inclusivity

New
Mobility



Quayside Site Plan

3,900+ Jobs

Office, retail, production and community services-related employment located at Quayside.

Canadian Mass Timber

Catalyzing the Canadian timber industry through an entire district built with mass timber, resulting in new jobs in Ontario and 15% reduction in cost of construction, yet conserving the same livable space.

Up to 40% Below-Market Housing

20% affordable housing, including 5% deep affordability, and up to 20% middle-income housing including mid-range rental and shared equity.

Towards Climate Positive

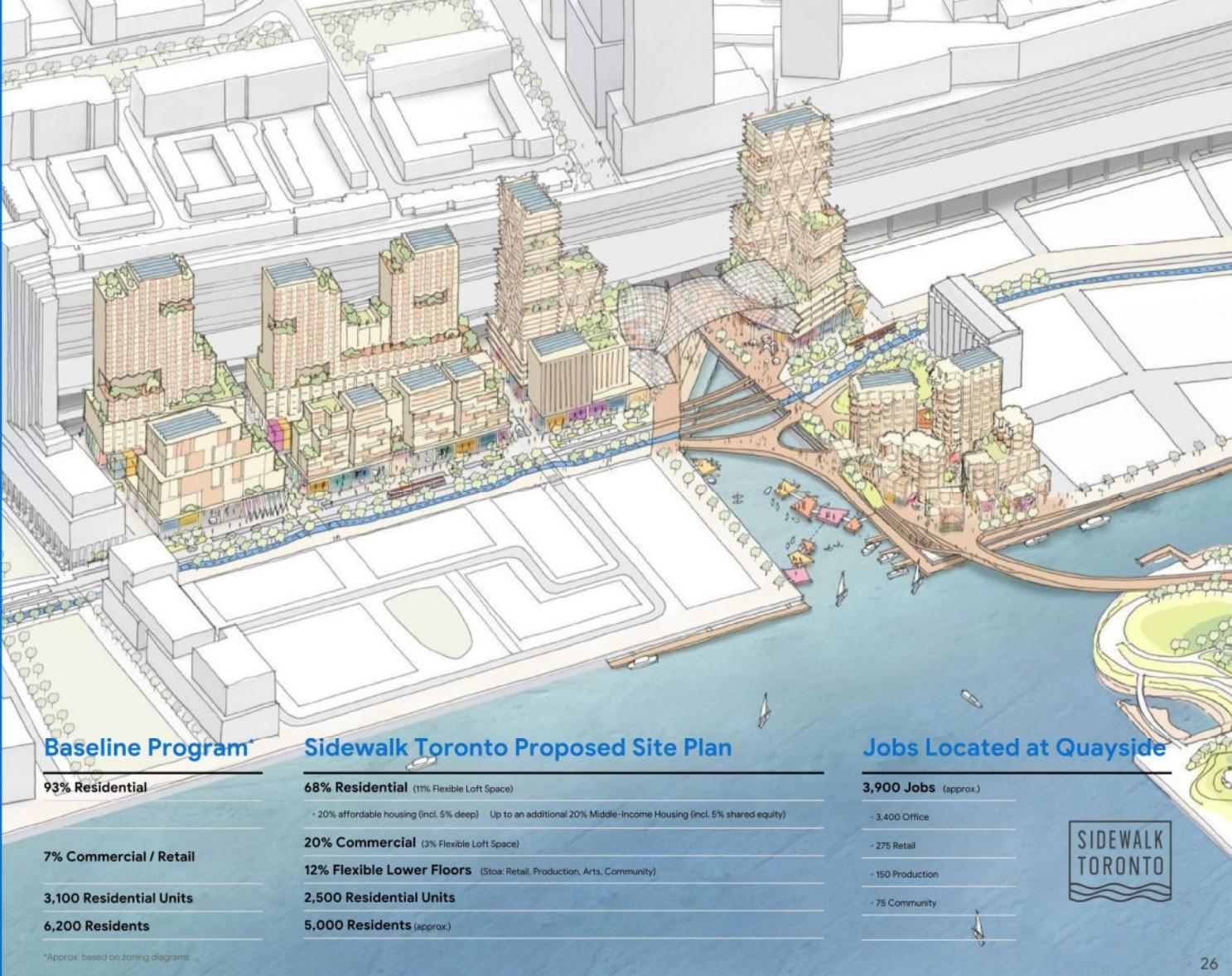
Targeting 75 - 85% reduction in greenhouse gas emissions at Quayside compared to standard development: from 6.3 tons CO₂ per Torontonian, to <1 ton per Quaysider.

Streets that Work

New mobility including support for the Light Rail Transit, a Vision Zero neighbourhood, and getting ready for an automated vehicle future.

Civic Data Trust

Independent governance over the collection and use of urban data, to protect privacy, promote innovation, and safeguard the public interest.





THANK YOU

Substantive questions:

- **Does the plan meet Waterfront Toronto's objectives?**
 - It is important to note, that what we saw today was not the full Master Innovation Development Plan (MIDP), but an overview of some of what Sidewalk Labs has been working on for the plan. In time, Waterfront Toronto, our government partners, and third-party experts will do a comprehensive review of the MIDP to see how well it lives up to our ambitious goals and objectives for Quayside
- **How much public money will be needed to realign the streets?**
 - This site plan represents a very early stage of design, and pinpointing a useful number, much less the public's share, is not possible without a range of factors being finalized.
 - The Quayside development will also use the traditional model used across Toronto, which sees a portion of the development charges collected from developers used to build physical and social infrastructure in the community
- **Who is going to build the buildings?**
 - Neither Waterfront Toronto or Sidewalk Labs are construction companies. As with any number of areas of the plan, expert industry partners will be sought to physically produce elements of the plan.
 - As is outlined in the Plan Development Agreement between Sidewalk Labs and Waterfront Toronto, the procurement of third-party developers for building construction and design will be led by Waterfront Toronto
- **Who is going to operate the community centre, etc.? Is Quayside going to cannibalize other communities? Is it going to jump the queue and get preferential treatment?**
 - One of the goal's with Quayside is to foster a strong sense of community, not only internally but in terms of a connection to Toronto as a whole. The RFP clearly outlines the community amenities that Waterfront Toronto expects to be included in the proposal. We are open to innovative operating models, that create a sense of community, build up services in Quayside, while supporting them across Toronto.
- **It looks like any other development? Everyone is doing tall timber? What gives?**
 - Tall timber brings an innovative approach to a centuries-old building concept. Quayside would represent a first of its kind use of Tall Timber in Canada, hopefully proving that we can build housing easier, faster, and cheaper, while helping to foster a burgeoning new industry and the jobs that go along with that.

- **What about all of the concerns about collecting identifiable data at site? Does this plan address that and other concerns raised by Ann C?**
 - Dr Cavoukian is a world-leading expert on privacy, and having met with Waterfront Toronto understands that we share her commitment to the principles of Privacy by Design. When the full MIDP is released, data governance and privacy will be a critical area of evaluation for Waterfront Toronto, our Digital Strategy Advisory Panel, and our government partners.
 - Specifically we have commitment to not share personal data with third parties, including other Alphabet companies; data cannot be used for advertising purposes; and Privacy by Design embedded in all solutions proposed by Sidewalk Labs
- **How much will the land be worth when this is built?**
 - It is important to remember that much of the land in Quayside will remain dedicated to public uses and enjoyment.
 - It's difficult to forecast the future value of the development at this early stage in the process. As we move forward we will consider the financial assessment and the economic, social and environmental value of Quayside to ensure a positive outcome for Toronto
 - From a land value perspective, part of our evaluation of the MIDP will include the participation of both KPMG and Barry Lyon Consultants, one of the leading real estate valuers in Canada.
- **Who is going to pay for all of this?**
 - Sidewalk Toronto came into this project as both an innovation, and funding partner. When we evaluate the full MIDP, Waterfront Toronto will be looking to ensure that the plan meets our goal of having a minimal amount of public funds invested.
- **For the affordable units, is WT going to throw in the land for free to get them built?**
 - No land has changed hands in the Quayside project, either in title or dollar value. Waterfront Toronto advanced clear goals and objectives for having more affordable housing included in the project, and the MIDP will need to meet those goals
- **SWL is proposing to build timber buildings taller than the building code allows? Are they getting a special deal that other developers aren't?**
 - While the full MIDP plan will be put before the Board of Waterfront Toronto, that is not a final stop on the approvals process. Individual planning approvals

Waterfront Toronto Draft QAs (11.29.18 9:30am)
Sidewalk Labs – Draft Site plan release prior to December 8th Roundtable
INTERNAL REFERENCE ONLY
will need to come from the City on a number of individual proposals if the plan moves ahead to implementation

Procedural questions:

- **Is your board approving this at its Dec 6th meeting?**
 - No, the Board of Waterfront Toronto will review the full Maser Innovation Development Plan, which we are expecting to see in early 2019.
 - This site plan is only an overview of one of the MIDP
 -
- **Why did SWL release this now?**
 - Sidewalk is excited about the work they have done and some of the innovations they are proposing for Quayside. They want the public to see how these plans fit with the objectives and goals Waterfront Toronto established for the project
- **Have you talked to the City about zoning issues?**
 - Waterfront Toronto is in constant contact with our government partners regarding zoning, and many other issues relating to the Quayside project specifically, and our work revitalizing Toronto's waterfront overall.

Tweets:

Today we're sharing a draft plan for a new neighbourhood at Quayside. This plan creates up to 40% below-market housing, 4,000 new jobs, and safe streets — plus, it reduces carbon emissions by 75-85%. [\[link to blogpost\]](#)

- This tweet would be boosted

What will the new Quayside be like? Imagine the newest, most exciting neighbourhood (in a city of great neighbourhoods) that will set a new standard in housing, transportation, and the environment. Our Director of Public Realm, @jshapes, explains. [\[use GIF of build up\]](#) [\[link to blogpost\]](#)

Facebook:

Today we're sharing a draft plan for a new neighbourhood in Quayside. For the first time you can see what this community could be like. This plan creates up to 40% below-market housing, 4,000 new jobs, and safe streets — plus, it reduces carbon emissions by 75-85%. Think of Quayside as the newest, most exciting neighbourhood in a city of great neighbourhoods. It will set a new standard in affordable housing, transportation, parks and the environment. Our Director of Public Realm, Jesse Shapins, explains. [\[use GIF of build up\]](#) [\[link to blogpost\]](#)

- This post would be boosted

Instagram:

Today we're sharing a draft plan for a new neighbourhood in Quayside. For the first time you can see what this community could be like. This plan creates up to 40% below-market housing, 4,000 new jobs, and safe streets — plus, it reduces carbon emissions by 75-85%. Think of Quayside as the newest, most exciting neighbourhood in a city of great neighbourhoods. It will set a new standard in affordable housing, transportation, parks and the environment. Follow the link in our bio to learn more. [\[use GIF of build up\]](#) [\[link to blogpost in bio\]](#)

- This post would be boosted

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 29, 2018 2:51 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC)
Subject: FW: SWL meetings in Ottawa next week

Glenn – see below from Ed

From: Edward Chalupka [mailto:████████@waterfronttoronto.ca]
Sent: November 29, 2018 2:41 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: SWL meetings in Ottawa next week

Nancy –

As per the PDA protocol on GR and PR, SWL reached out to WT to inform us of a series of meeting in Ottawa next week. We discussed both internally and with SWL and agreed that WT should participate in the Minister Champagne meeting and the meeting Friday with your Deputy. We will not be participating in the Minister Morneau meeting.

The GR/PR protocol states SWL will inform WT whenever they set up meetings with “government” we are made aware and given the opportunity to participate if we desire.

Schedule J , Section 3.01 subsections d, e and f of the PDA states the following:

- “ In addition, the development of the MIDP may involve meetings with Canadian boards. Agencies and commissions.”
- “Where a meeting is initiated by Waterfront Toronto or Sidewalk Labs in connection with the MIDP, the initiating Party will notify and coordinate messaging with the other. ”
- “Where a meeting is initiated by a government directly to one of Waterfront Toronto, or sidewalk Lands regarding the MIDP, the Party receiving the invitation will notify the other and , if appropriate and desired, coordinate a joint meeting. ”

Hope this helps.

Ed

Cariaga, Flordeliza (INFC)

From: Hobbs, Joshua (INFC)
Sent: November 29, 2018 4:15 PM
To: Eyre, Jennifer (INFC); Geerts, Line (INFC); INFC.F DM Office / Bureau du SM F.INFC; Gillis, Kelly (INFC)
Cc: Fenrich, Julia (INFC); Marchildon, Caroline (INFC); Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Nassif, Marie-Pier (INFC)
Subject: For DMO info: SWL Site Plan Briefing - media coverage
Attachments: SWL_Site Plan final Media Briefing_ Deck_11292018.pdf; SWL Media Briefing_SpeakingNotes_Final_11292018.pdf

Good afternoon Kelly and Glenn,

Further to this morning's email and for your information, attached is the final deck and the accompanying speaking notes used at Sidewalk's media briefing this morning.

Here are some early media hits:

Toronto Star: [Sidewalk reveals plans for Quayside housing](#)

Canadian Press: [Sidewalk Labs releases more details for high-tech Toronto community](#)

Bloomberg: [Google Aims to Win Over Skeptical Toronto With Affordable Homes](#)

WT has received requests for comment from CP and The Star, to which they've responded:

The site plan that was presented today is one part of a much larger MIDP, which we are expecting to see in the early part of the new year.

Looking at what was released today we are pleased to see that Sidewalk has given serious attention to sustainability and affordability in their site plan. Both have been critical objectives for Waterfront Toronto from the beginning of this process.

There is an open public roundtable next week on December 8th, and we are looking forward to hearing the public's reaction to today's presentation.

Global asked WT about data privacy, and Ann Cavoukian's comments about Waterfront Toronto being receptive to her ideas on privacy. WT sent the same response they've been using recently, including with CP when they asked about this a few weeks ago.

Waterfront Toronto has always maintained a commitment to the protection of personal privacy. We are currently exploring the methods available to ensure deidentification of data at source, and we look forward to further conversations on this subject with Dr. Cavoukian.

At Waterfront Toronto we have an enormous respect for Dr. Cavoukian and Privacy by Design, the excellent tool she has developed based on best practices. Waterfront Toronto also recognizes and respects the obligation to adhere to Canadian privacy laws, which go beyond Privacy by Design. We will ensure that any party proposing technologies for use in the Designated Waterfront Area meet any and all Canadian privacy legal requirements and beyond.

Thanks,

Joshua Hobbs

Senior Communications Advisor, Communications Directorate, Ministerial and Advisory Services

Infrastructure Canada / Government of Canada

joshua.hobbs@canada.ca / Tel: 613-960-6869 / [REDACTED]

Conseiller principal en communications, Direction des Communications, Services ministériels et consultatifs

Infrastructure Canada / Gouvernement du Canada

joshua.hobbs@canada.ca / Tél. : 613-960-6869 / [REDACTED]

From: Hobbs, Joshua (INFC)

Sent: November 28, 2018 7:12 PM

To: Eyre, Jennifer (INFC) ; Geerts, Line (INFC) ; INFC.F DM Office / Bureau du SM F.INFC

Cc: Fenrich, Julia (INFC) ; Marchildon, Caroline (INFC) ; Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins,

Shawn (INFC) ; Nassif, Marie-Pier (INFC)

Subject: For DMO info: SWL Site Plan Briefing - 10 am tomorrow

Good evening,

I am sharing for your information that Sidewalk Labs is planning a media briefing on Thursday morning to go over their site plan. The briefing will be a preview of material to be presented at the public roundtable on December 8th. I have attached the media advisory to this email, and WT will be developing key messages and QAs that I will also share.

Thanks,

Joshua Hobbs

Senior Communications Advisor, Communications Directorate, Ministerial and Advisory Services

Infrastructure Canada / Government of Canada

joshua.hobbs@canada.ca / Tel: 613-960-6869 / [REDACTED]

Conseiller principal en communications, Direction des Communications, Services ministériels et consultatifs

Infrastructure Canada / Gouvernement du Canada

joshua.hobbs@canada.ca / Tél. : 613-960-6869 / [REDACTED]

Quayside Site Plan

NOVEMBER 29, 2018



Sidewalk Labs: Who We Are



Sidewalk Labs

We aim to combine world-class urban design with cutting-edge technology to set new standards for sustainability, affordability, and economic opportunity for Torontonians of all incomes, abilities, and ages.



Sidewalk Toronto

will create a new type of inclusive urban community that puts physical, digital, and social innovation to work for a better quality of life.



November 2018: Where We Are in the Public Engagement Process

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Approach
to Innovation

March 20, 2018

Roundtable

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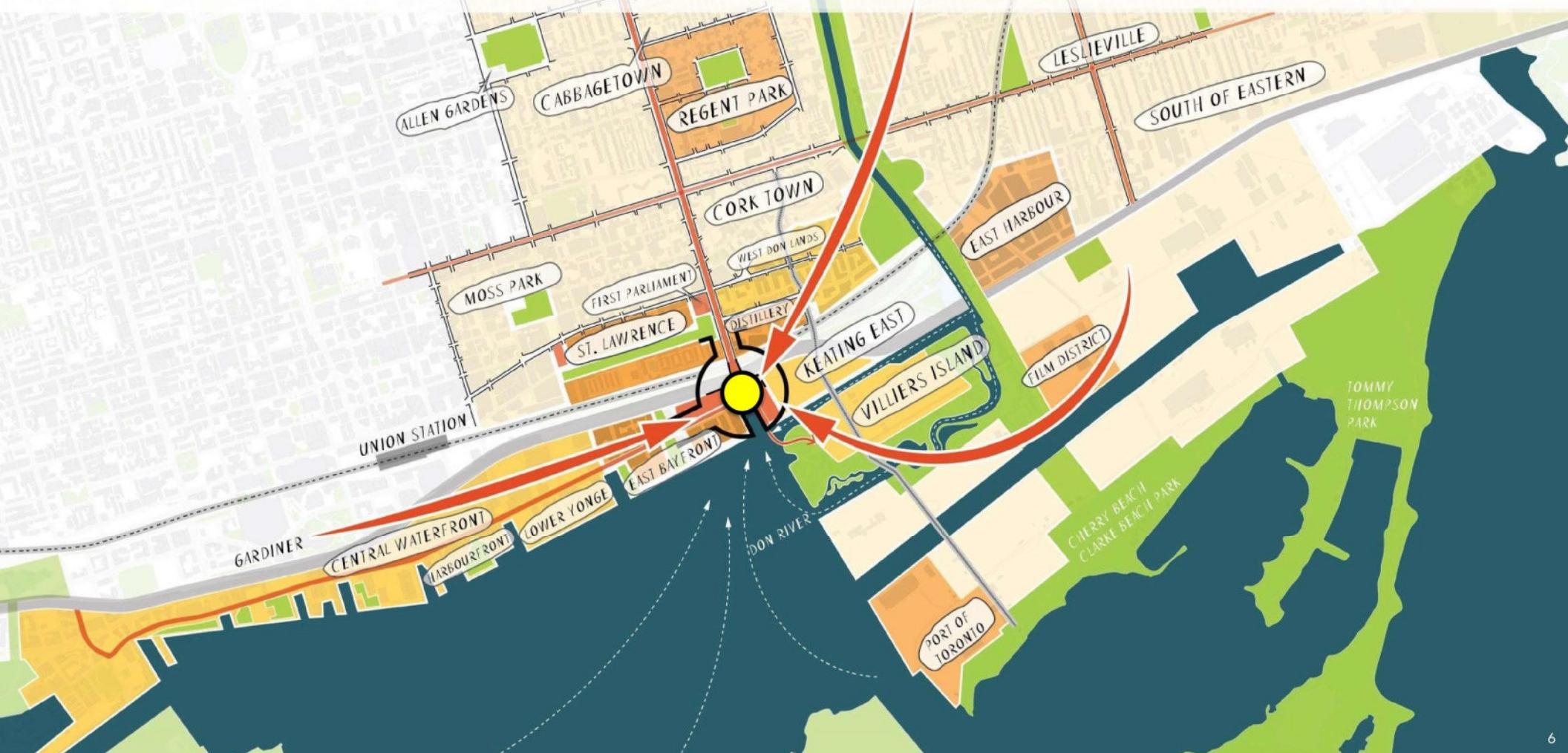
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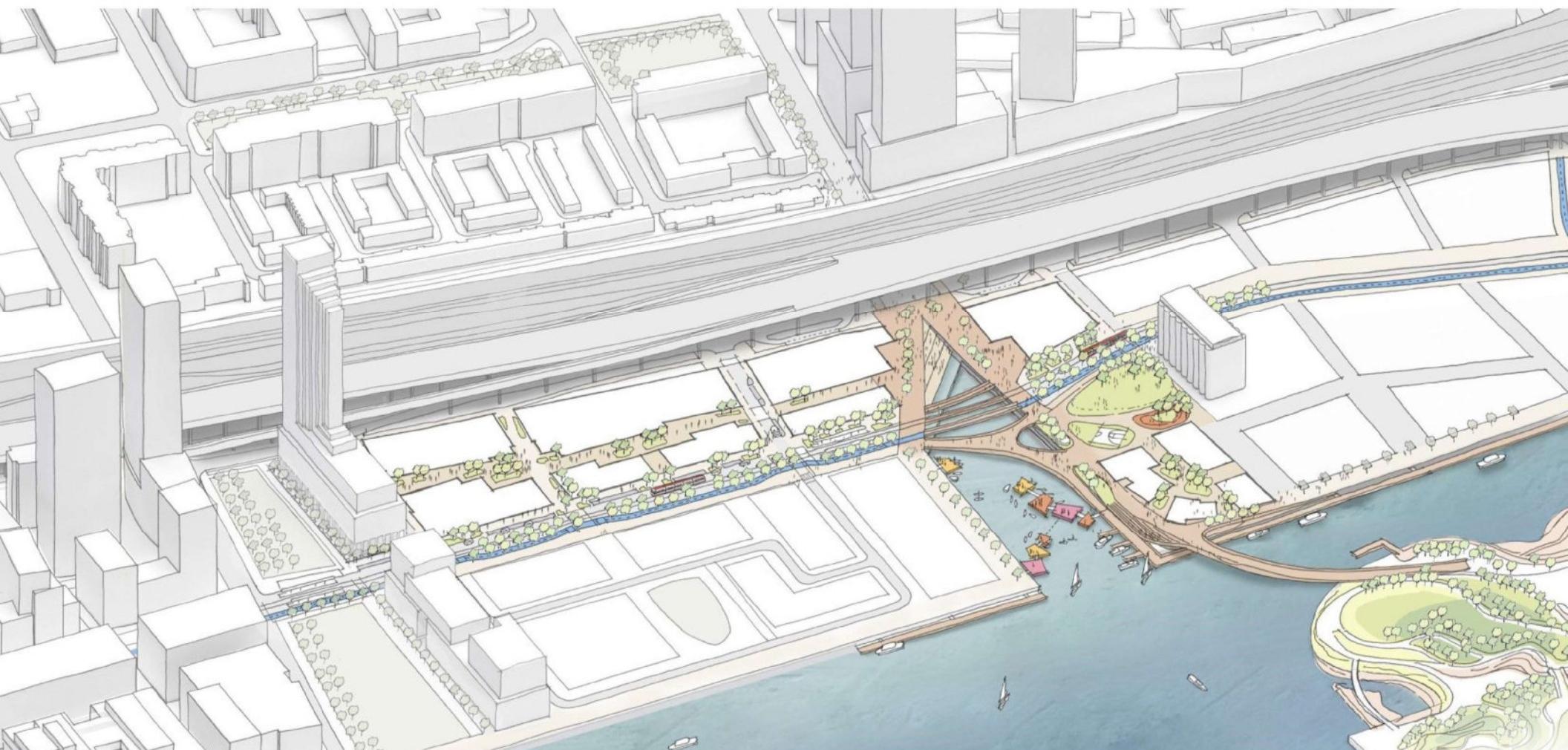
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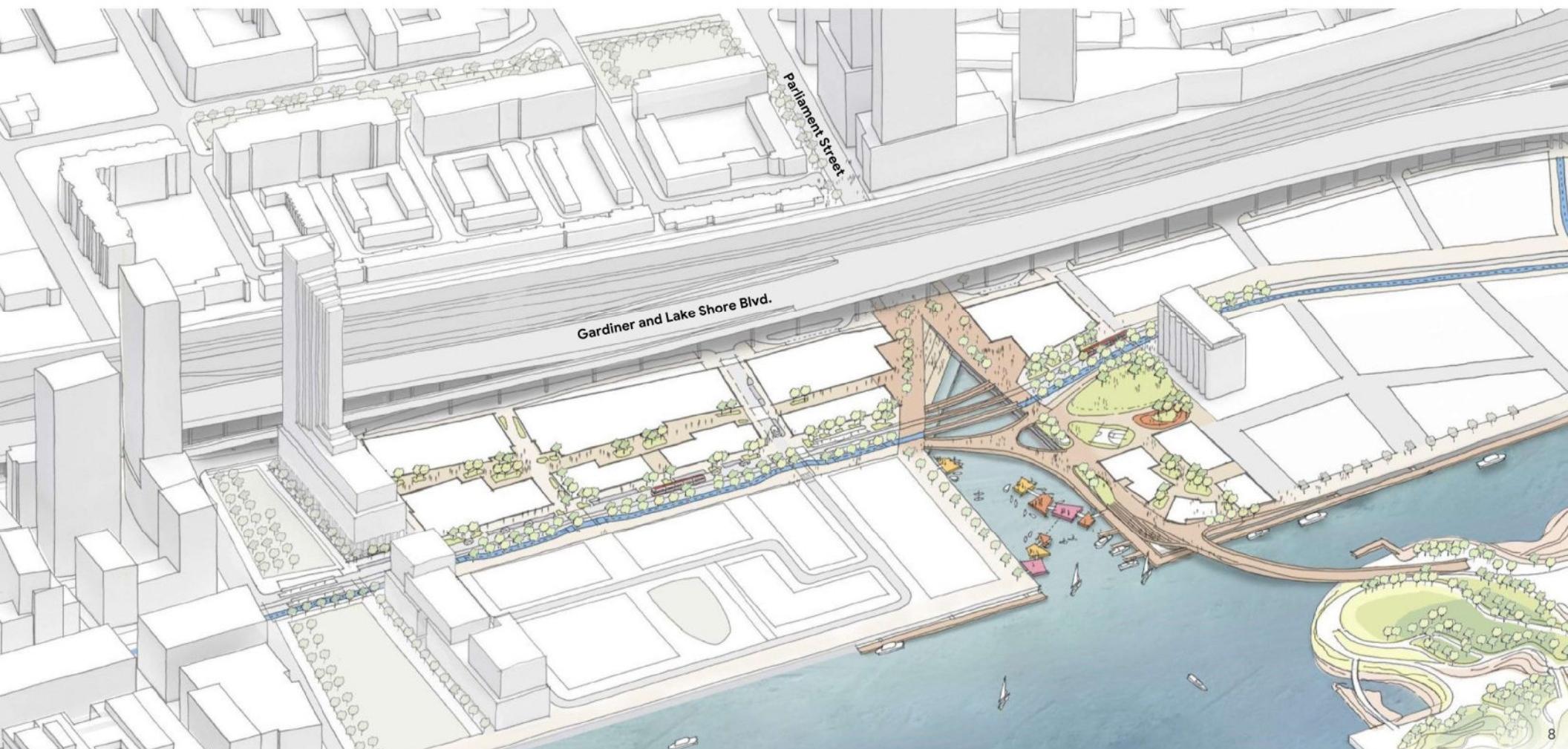


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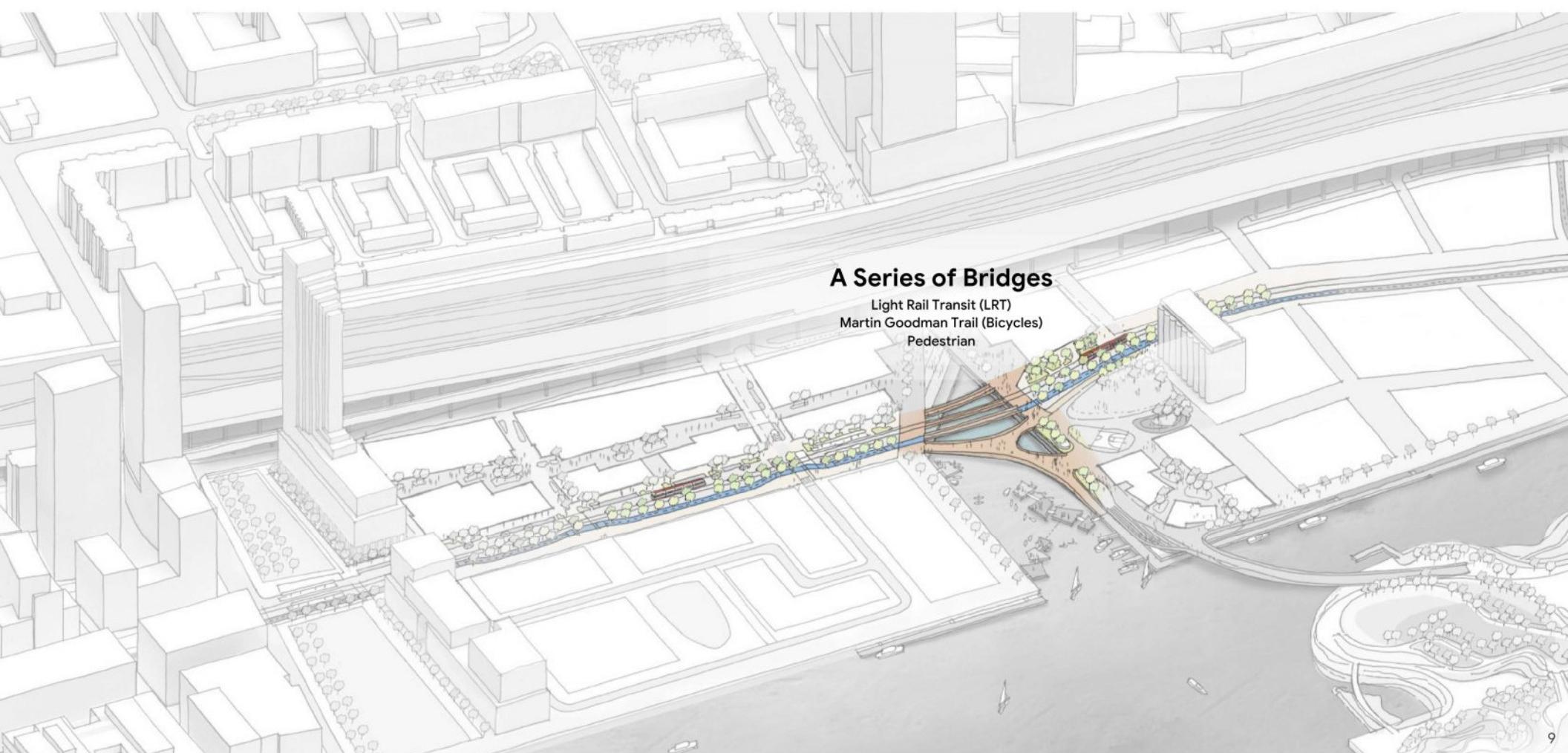




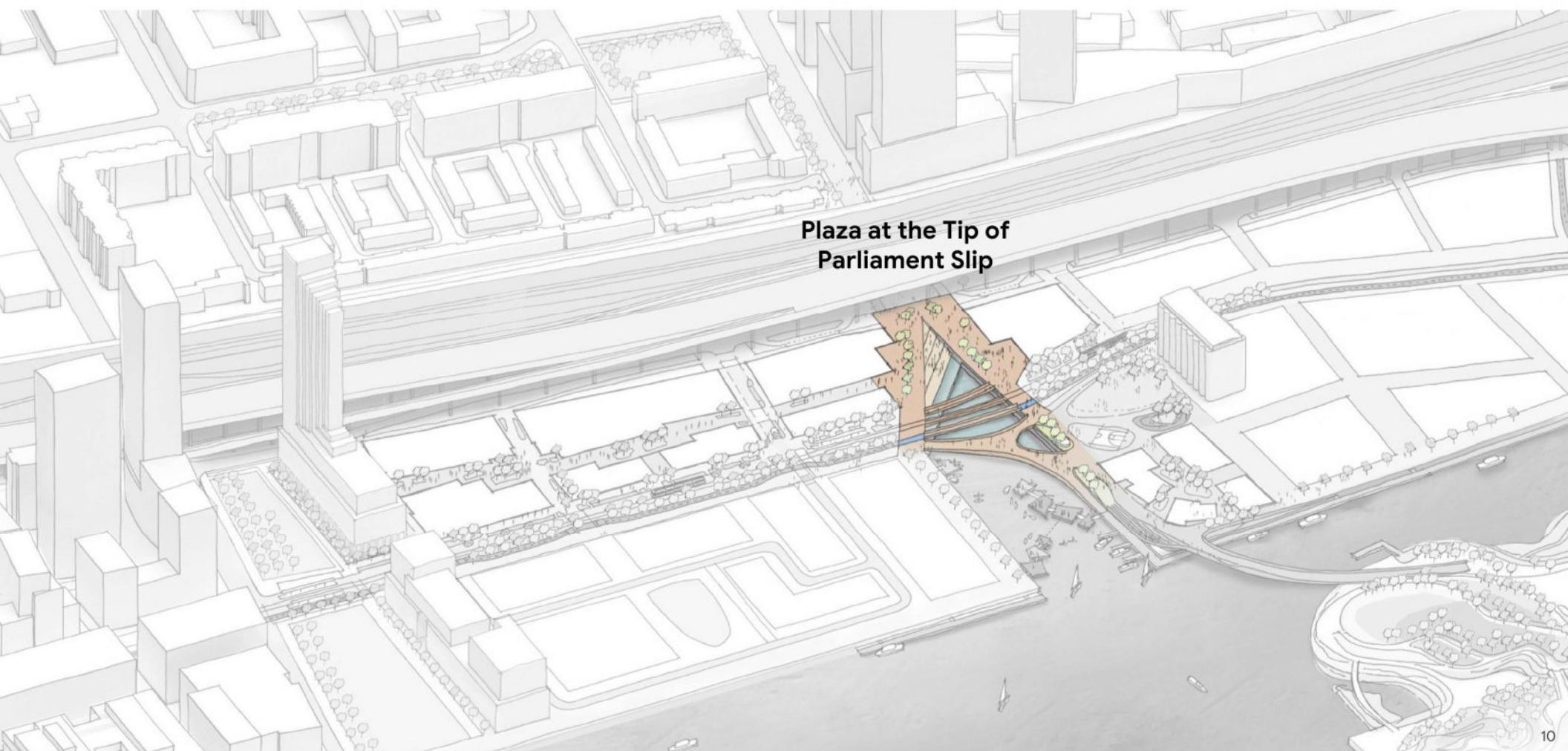
Quayside: People-first Streets and Public Realm



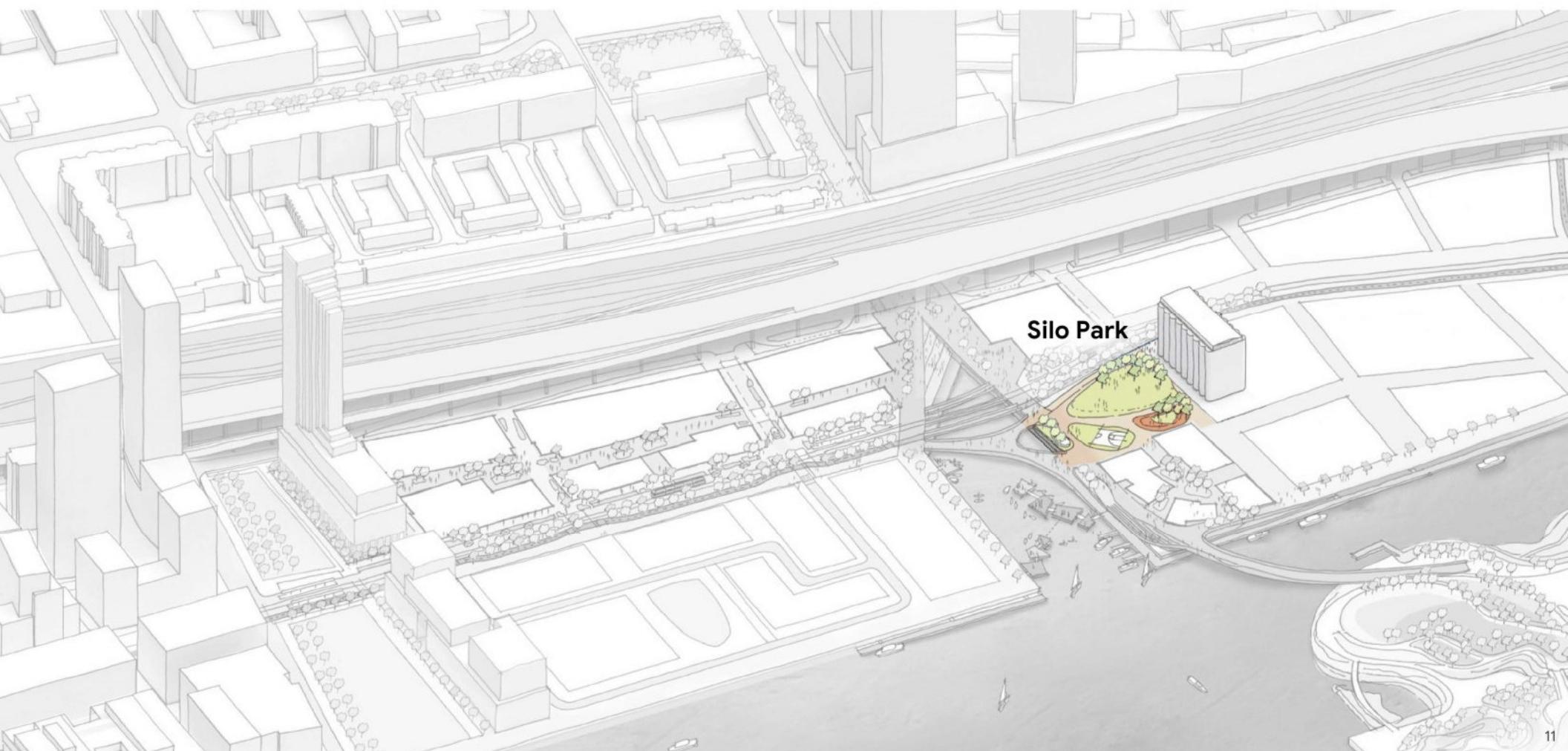
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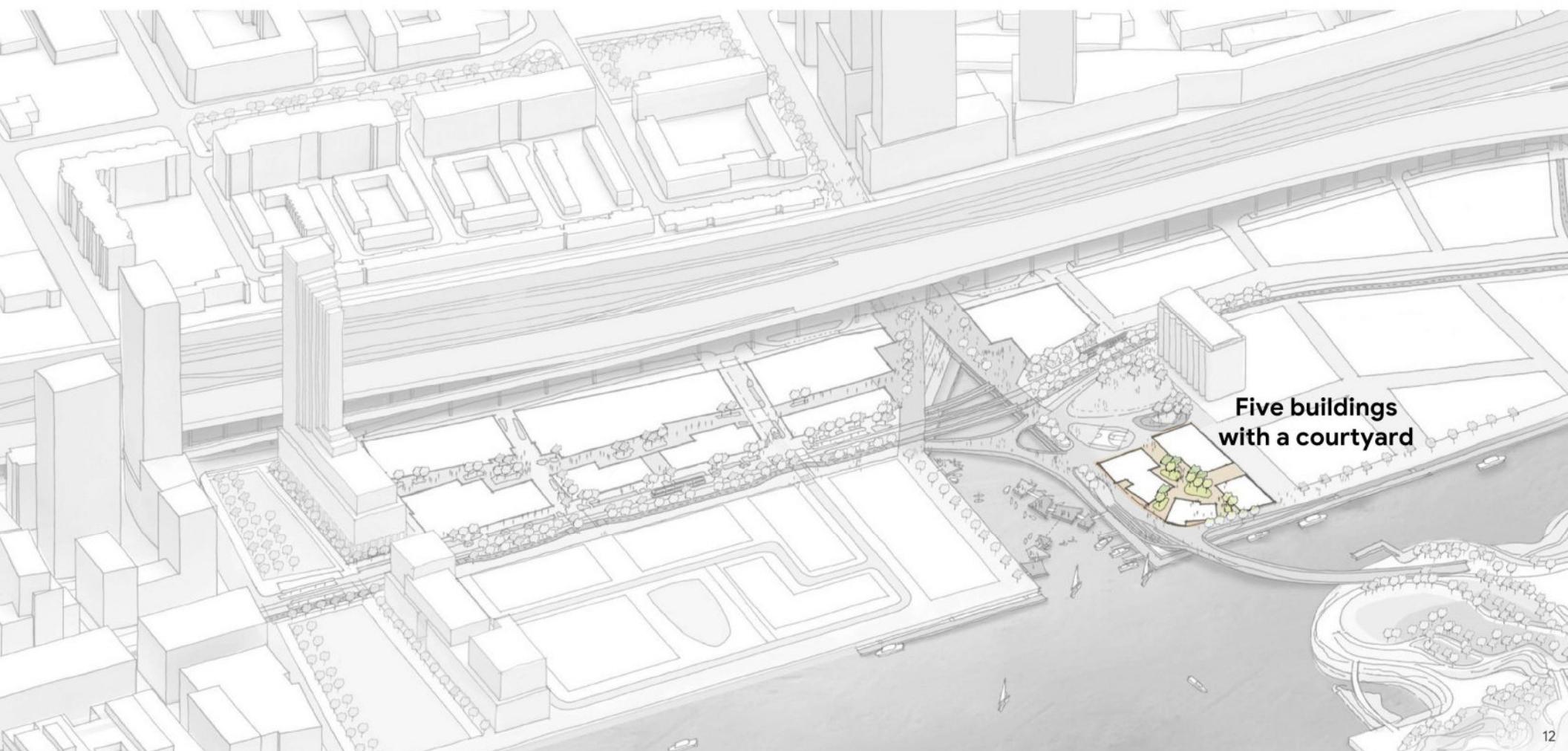
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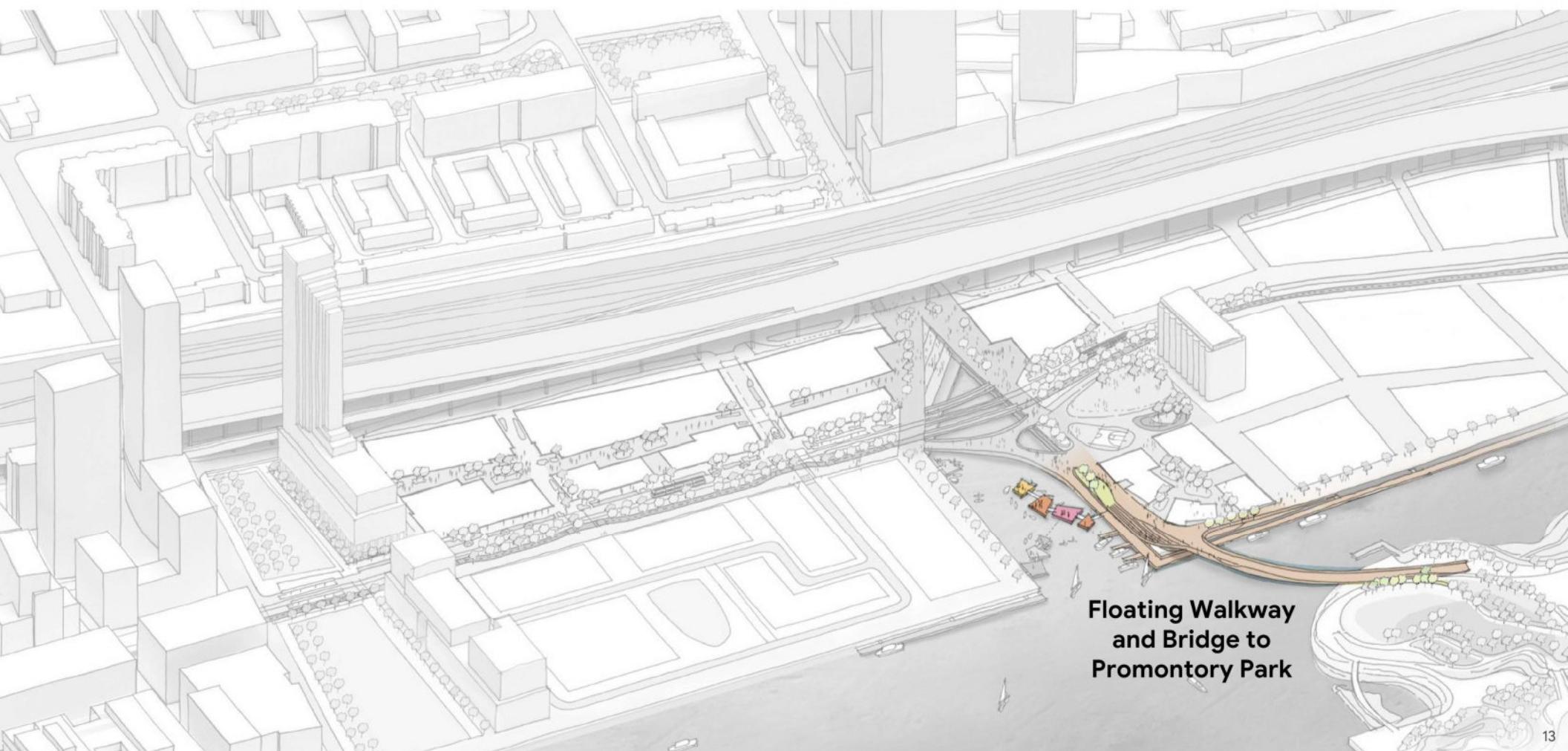
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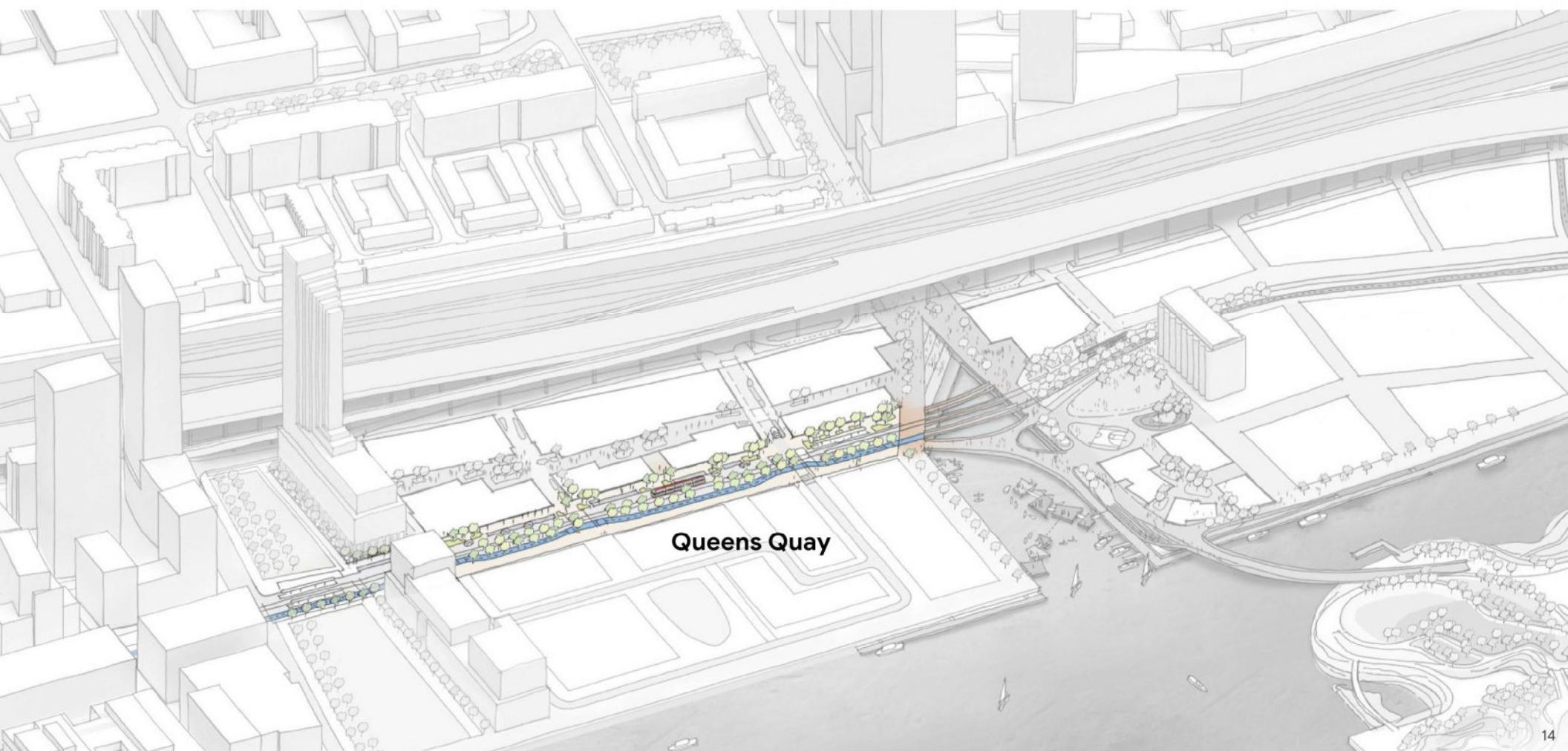


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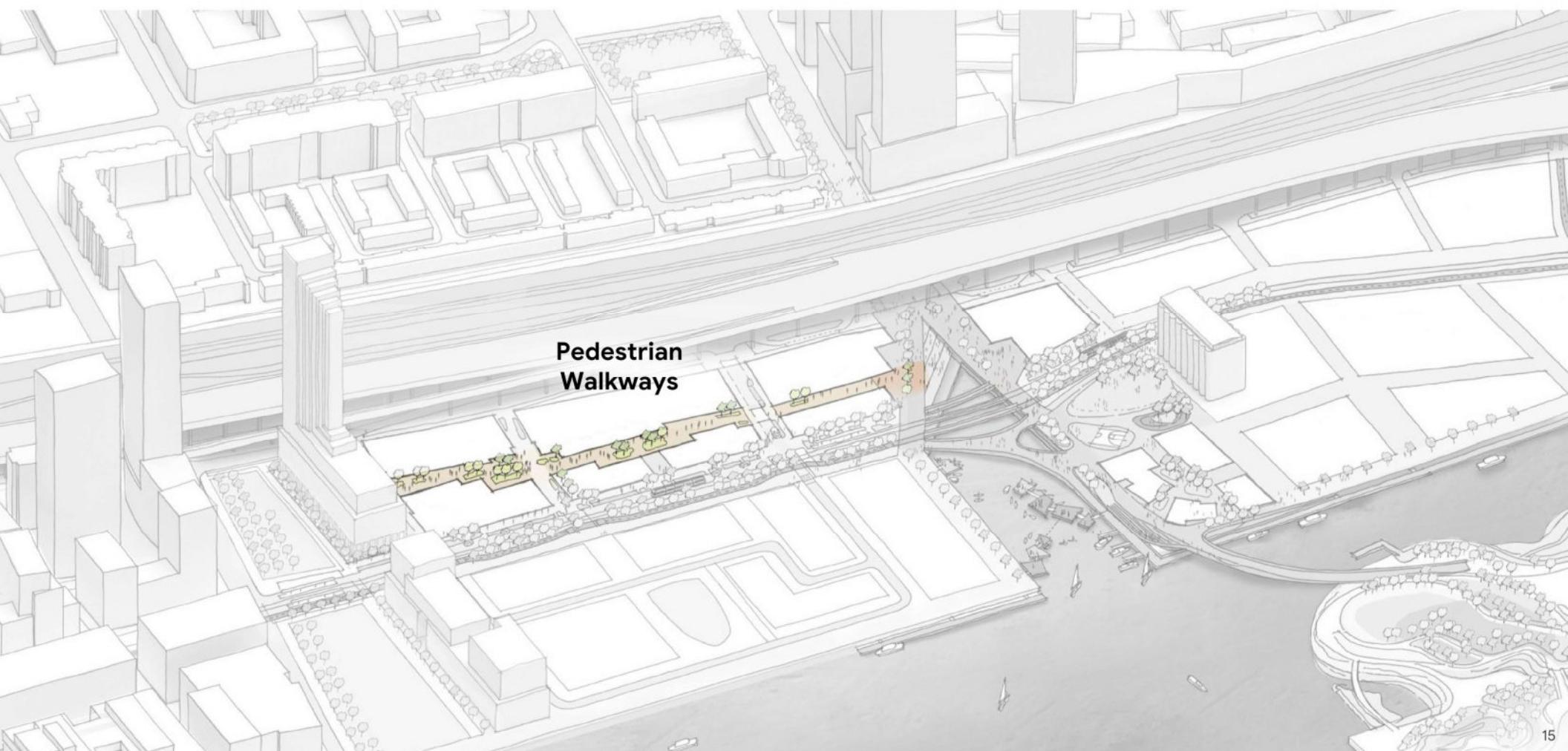


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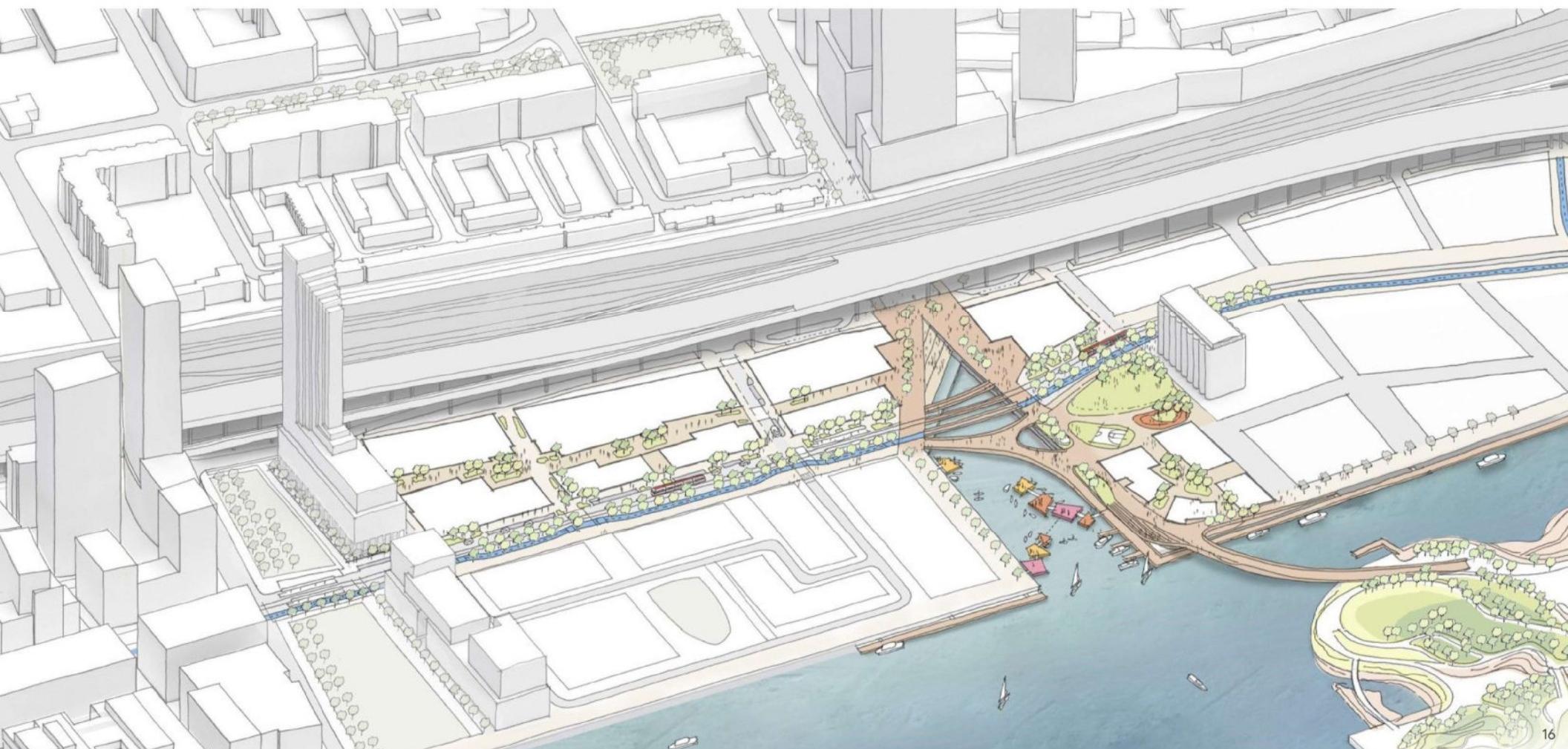
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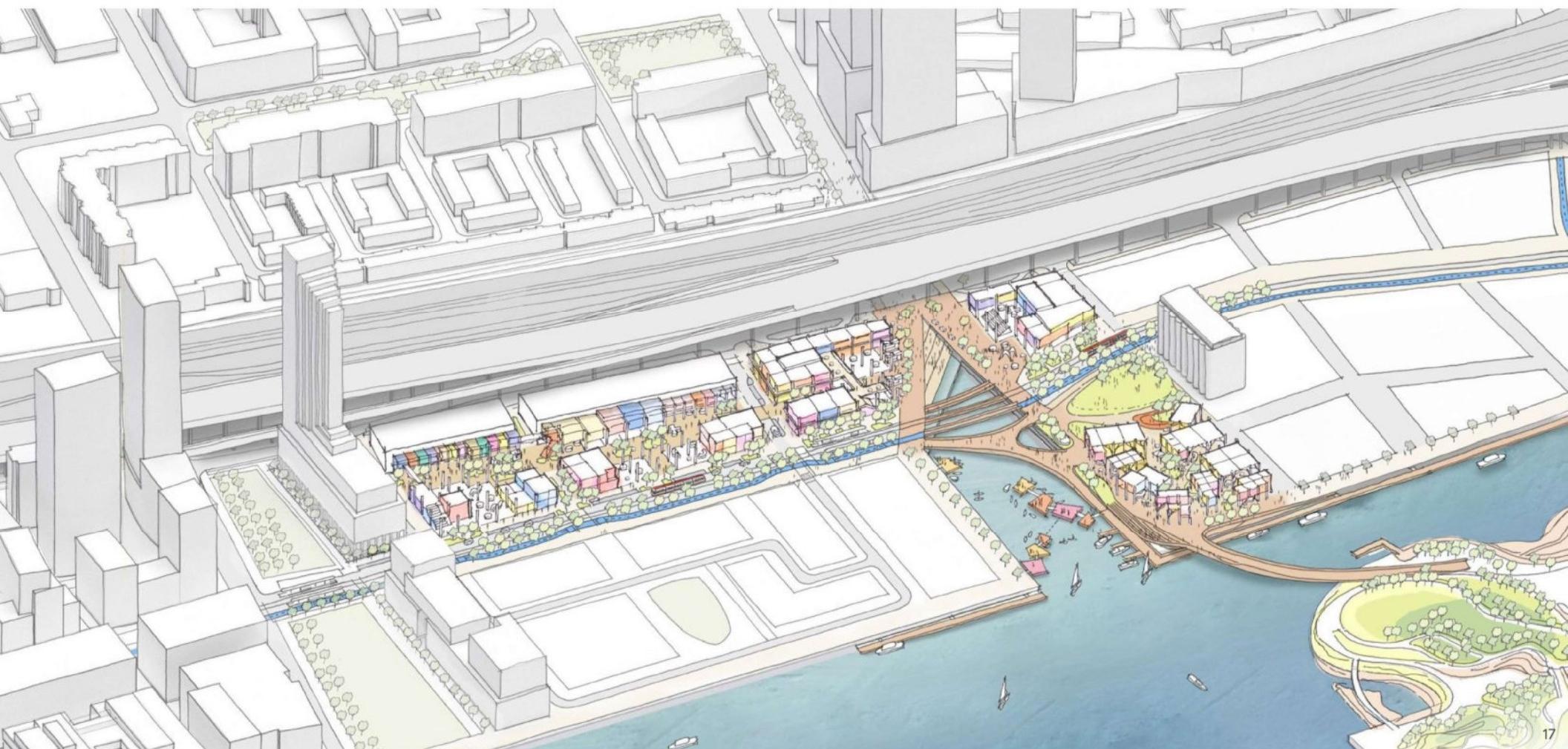
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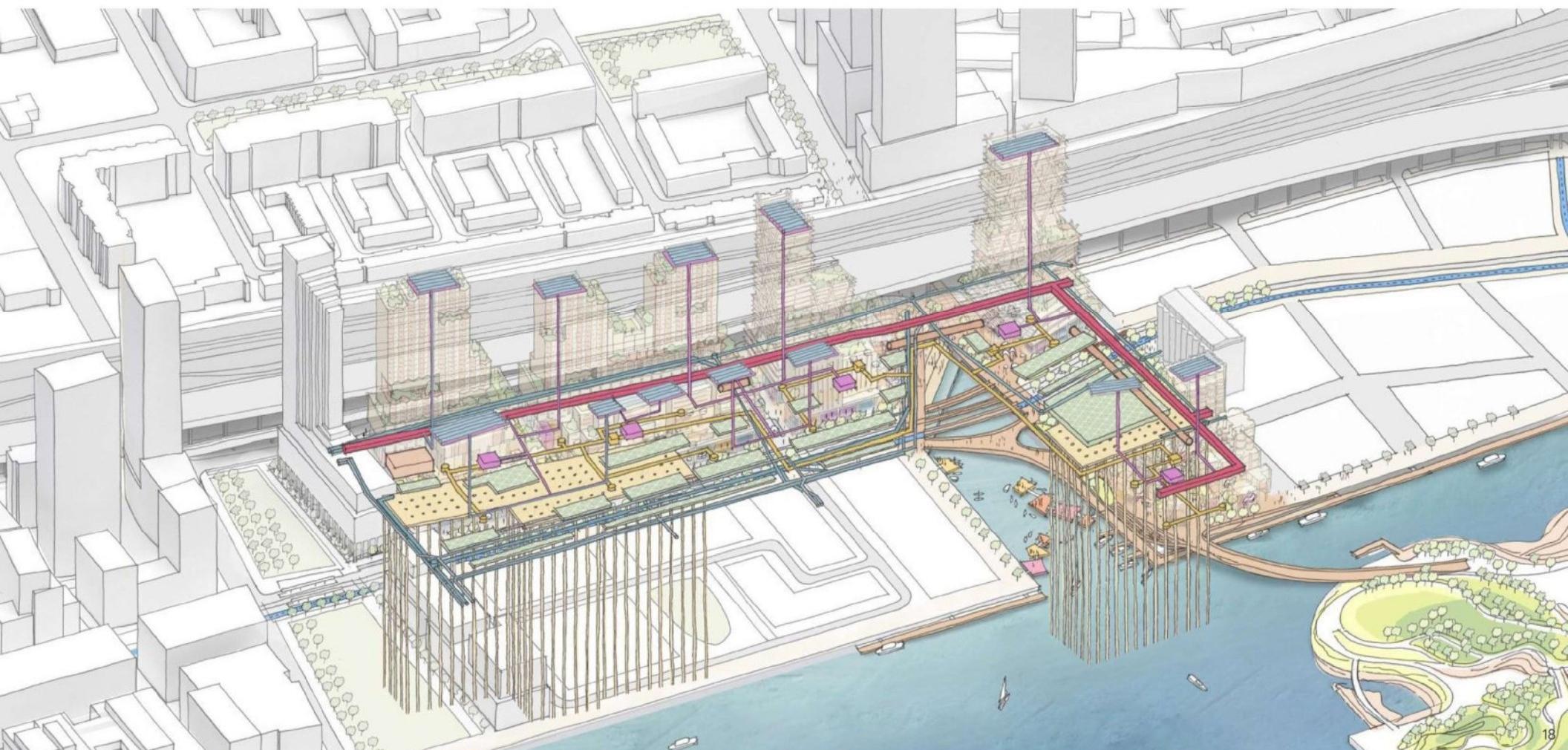
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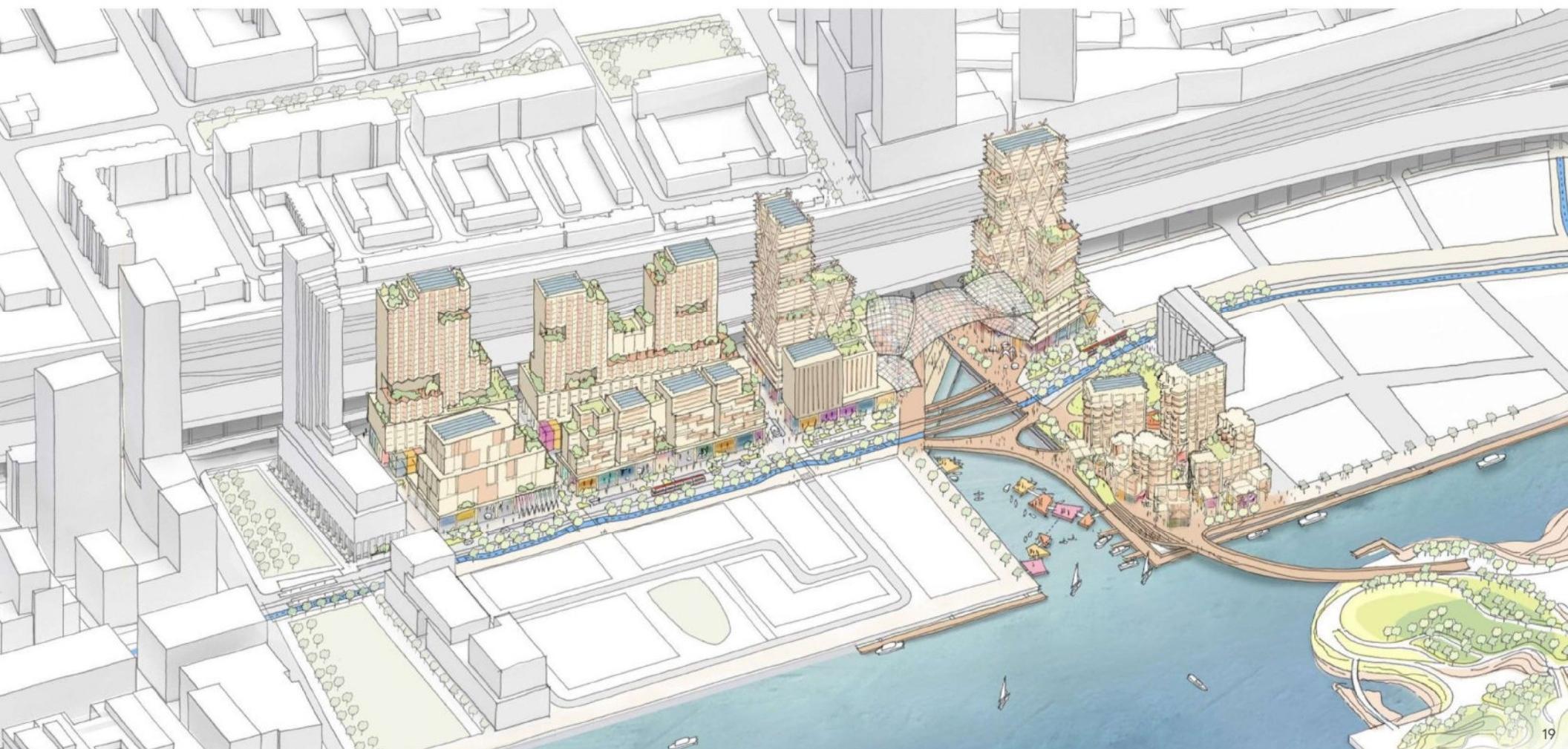
Quayside: Animating Ground Floor Spaces



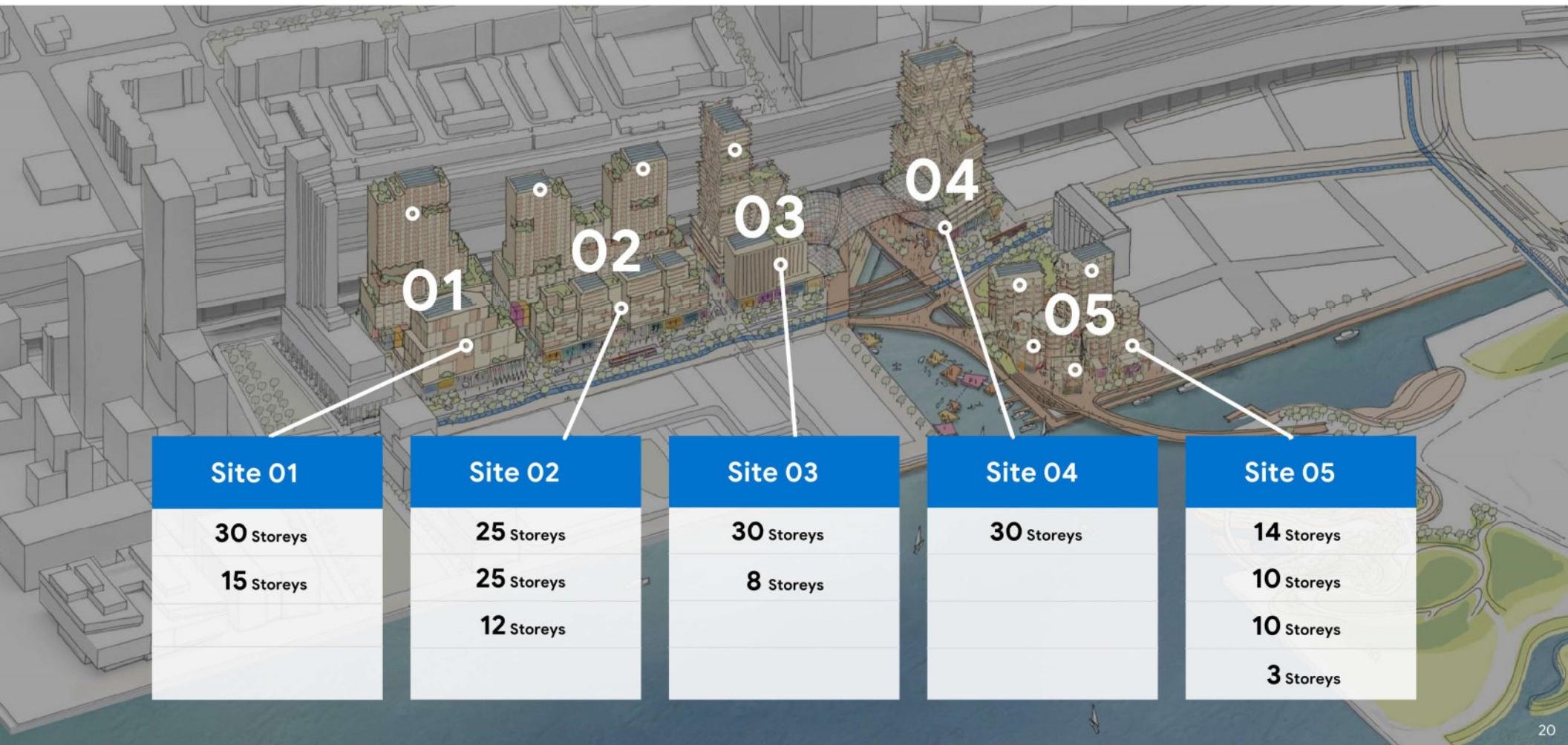
Quayside: Providing Sustainable Infrastructure



Quayside: Building Mass Timber



Quayside Draft Plan: Proposed Program Density up to 3.3M SF



Quayside Program: Proposed Program Density up to 3.3M SF

Baseline Program*

93% Residential

20% Affordable Housing

7% Commercial / Retail

3,100 Residential Units

6,200 Residents

Proposed Quayside Site Plan

68% Residential (11% Flexible Loft Space)

40% Below-Market

20% Affordable Housing (includes 5% deeply affordable)

20% Middle-Income Housing (includes 5% shared equity)

20% Commercial (3% Flexible Loft Space)

12% Flexible Lower Floors (Stoa: Retail, Production, Arts, Community)

2,500 Residential Units (approx.)

5,000 Residents (approx.)

Economic Development

9,000+ Construction jobs created in Ontario

3,900 Jobs located at Quayside long-term

- 3,400 Office Jobs

- 275 Retail Jobs

- 150 Production Jobs

- 75 Community Jobs

* Rough estimates based on Zoning Maps

Unprecedented Commitment to Affordable Housing

The Quayside affordable housing program mix will demonstrate a new approach and serve a much broader portion of the population.

More Affordability

40%

Below-Market
Housing at Quayside

More Housing Options



Quayside: New Jobs and Economic Development

Quayside will be the beginning of a new approach to urban development on Toronto's Waterfront that sets a new standard for urban development in the 21st century.

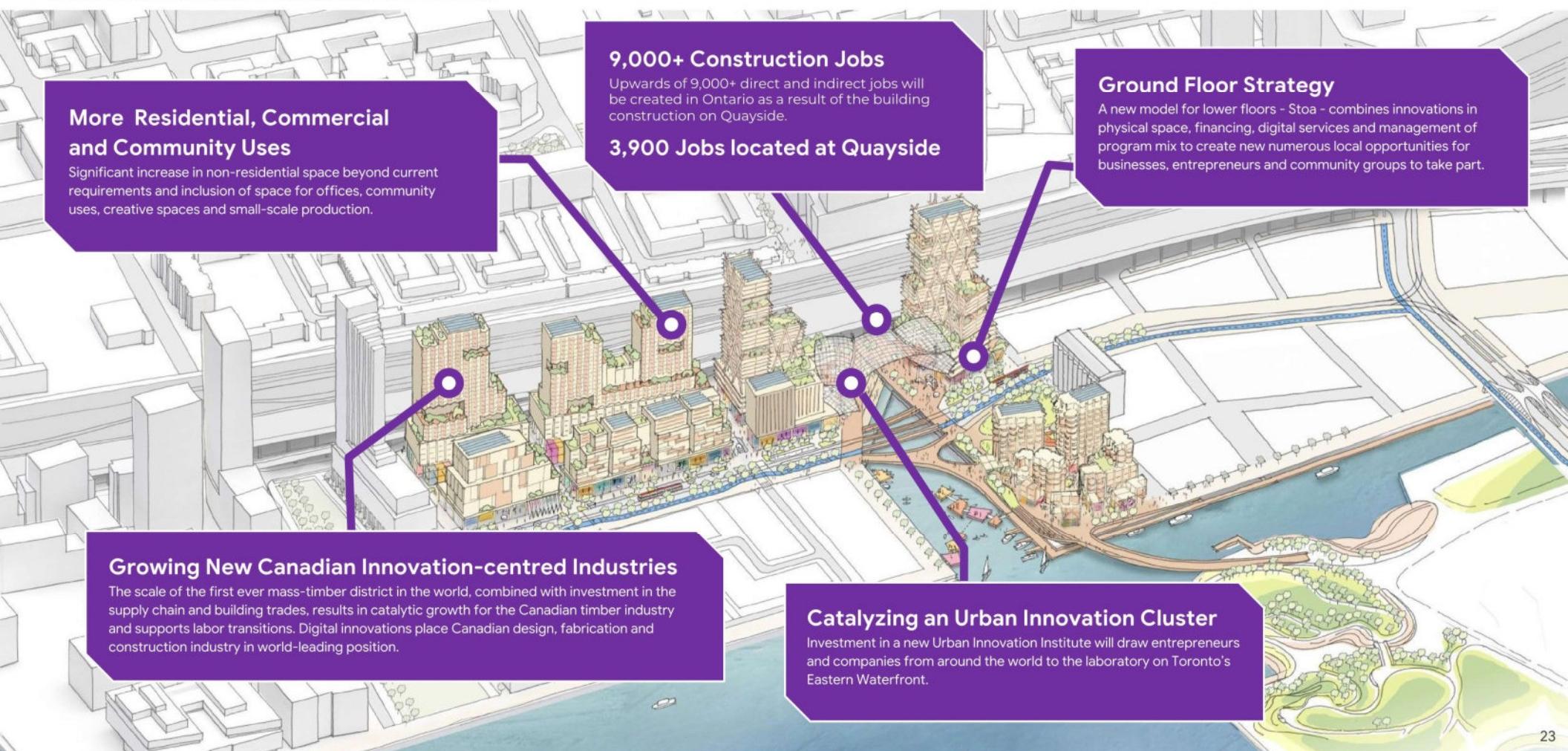
Job
Creation

Climate
Positive

Affordability
& Inclusivity

New
Mobility

SIDEWALK
TORONTO



Quayside: 75%-85% Reduction in GHG Emissions

Job
Creation

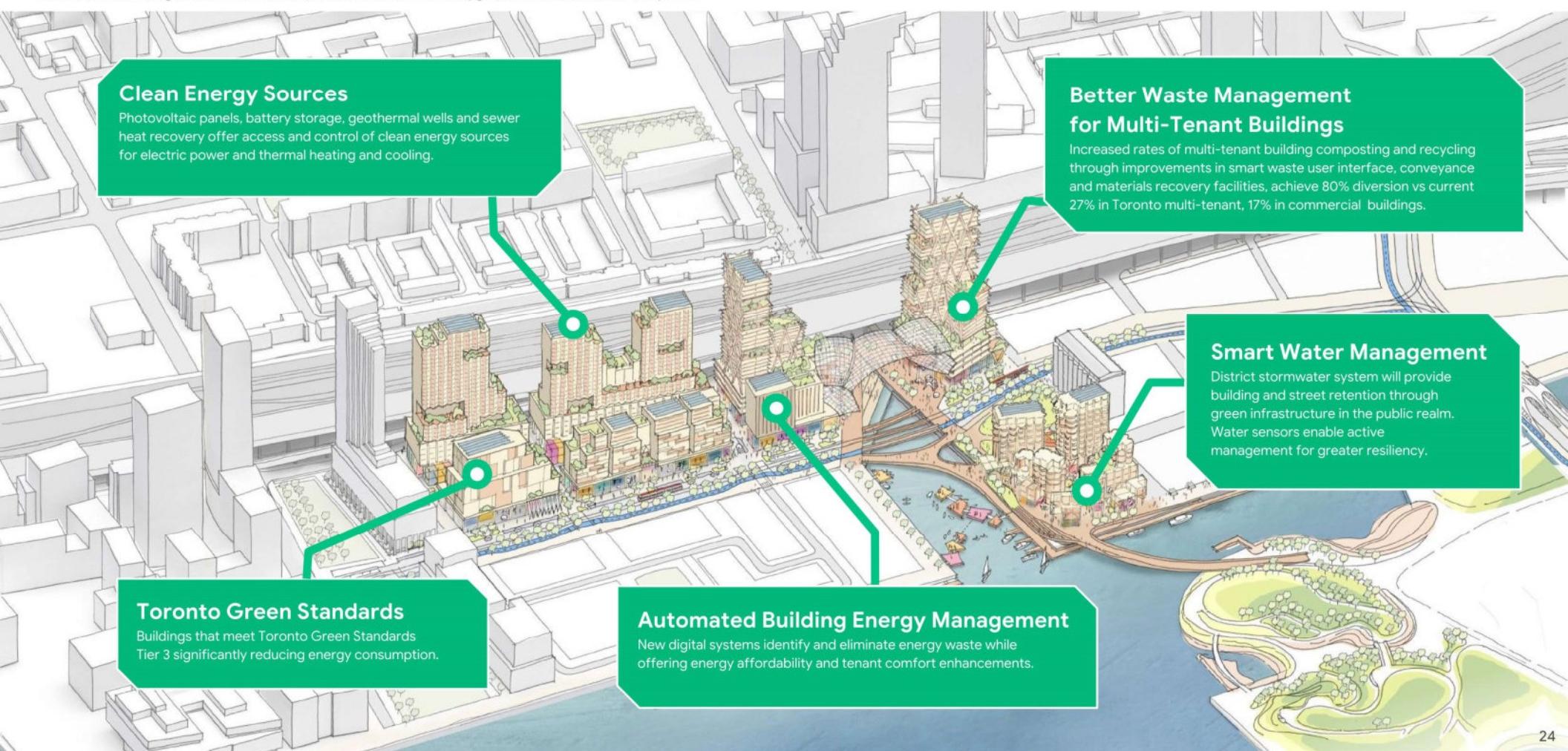
Climate
Positive

Affordability
& Inclusivity

New
Mobility

SIDEWALK
TORONTO

Sidewalk Labs will invest in a series of innovations that drastically reduce greenhouse gas (GHG) emissions below levels in comparable projects, enable smarter management of resources, and reduce the cost of future upgrade and maintenance to the system.



Quayside: 40% Below-Market Housing

The housing program mix at Quayside is specifically designed to address the housing gridlock facing the city today. It will provide options and opportunities to more Torontonians, enabling an inclusive complete community on the waterfront.

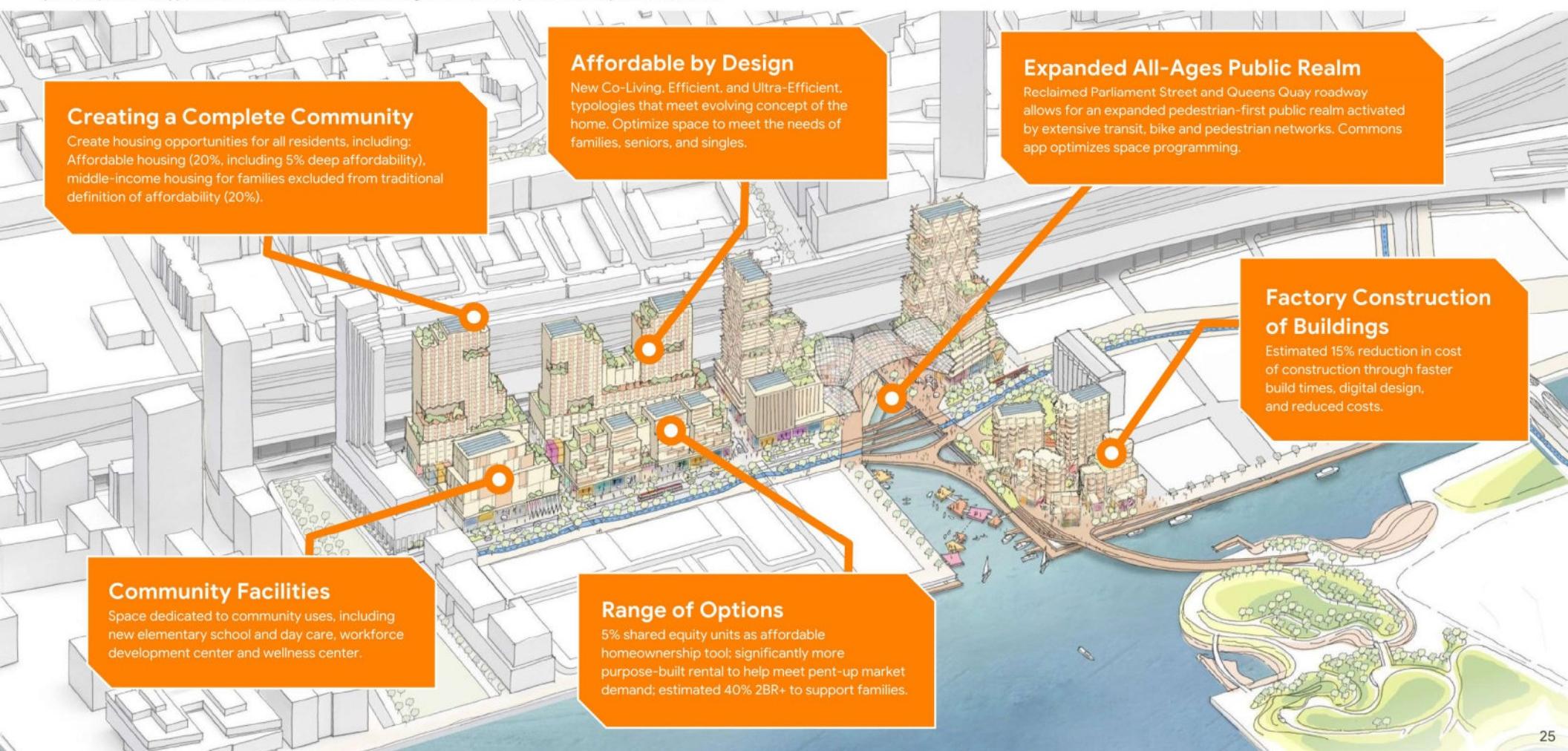
Job
Creation

Climate
Positive

Affordability
& Inclusivity

New
Mobility

SIDEWALK
TORONTO



Quayside: Reducing Congestion and Improving Safety

Growth is creating challenges to traditional ways of moving around, but support for transit and innovations in mobility management offer opportunities to help people and goods move easily.

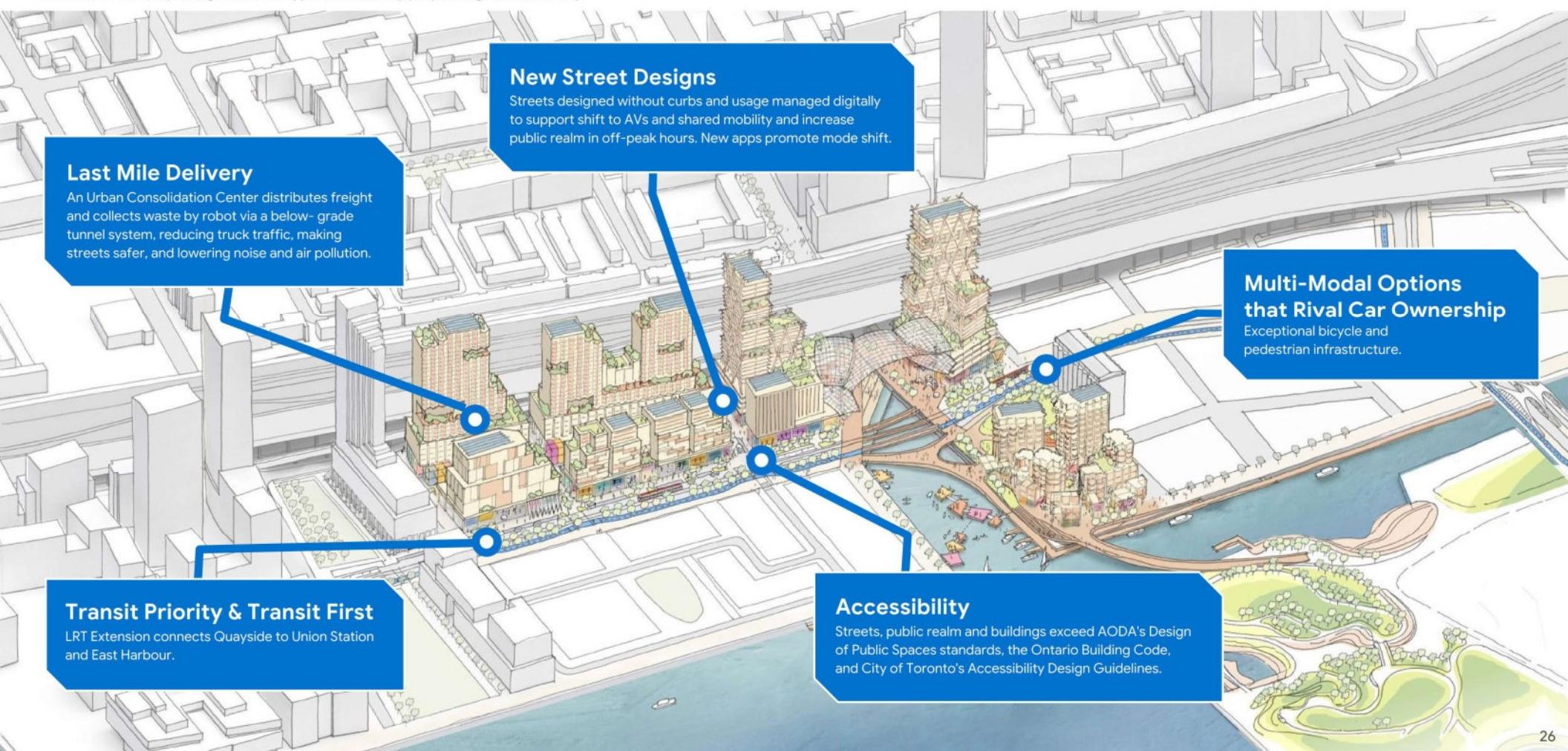
Job
Creation

Climate
Positive

Affordability
& Inclusivity

New
Mobility

SIDEWALK
TORONTO



Quayside Site Plan

9,000+ Construction Jobs

Over 9,000 direct and indirect jobs will be created in Ontario as a result of the building construction at Quayside.

Canadian Mass Timber

Catalyzing the Canadian timber industry through an entire district built with mass timber, resulting in new jobs in Ontario and 15% reduction in cost of construction.

40% Below-Market Housing

20% affordable housing, including 5% deep affordability, and 20% middle-income housing, including mid-range rental and shared equity.

Towards Climate Positive

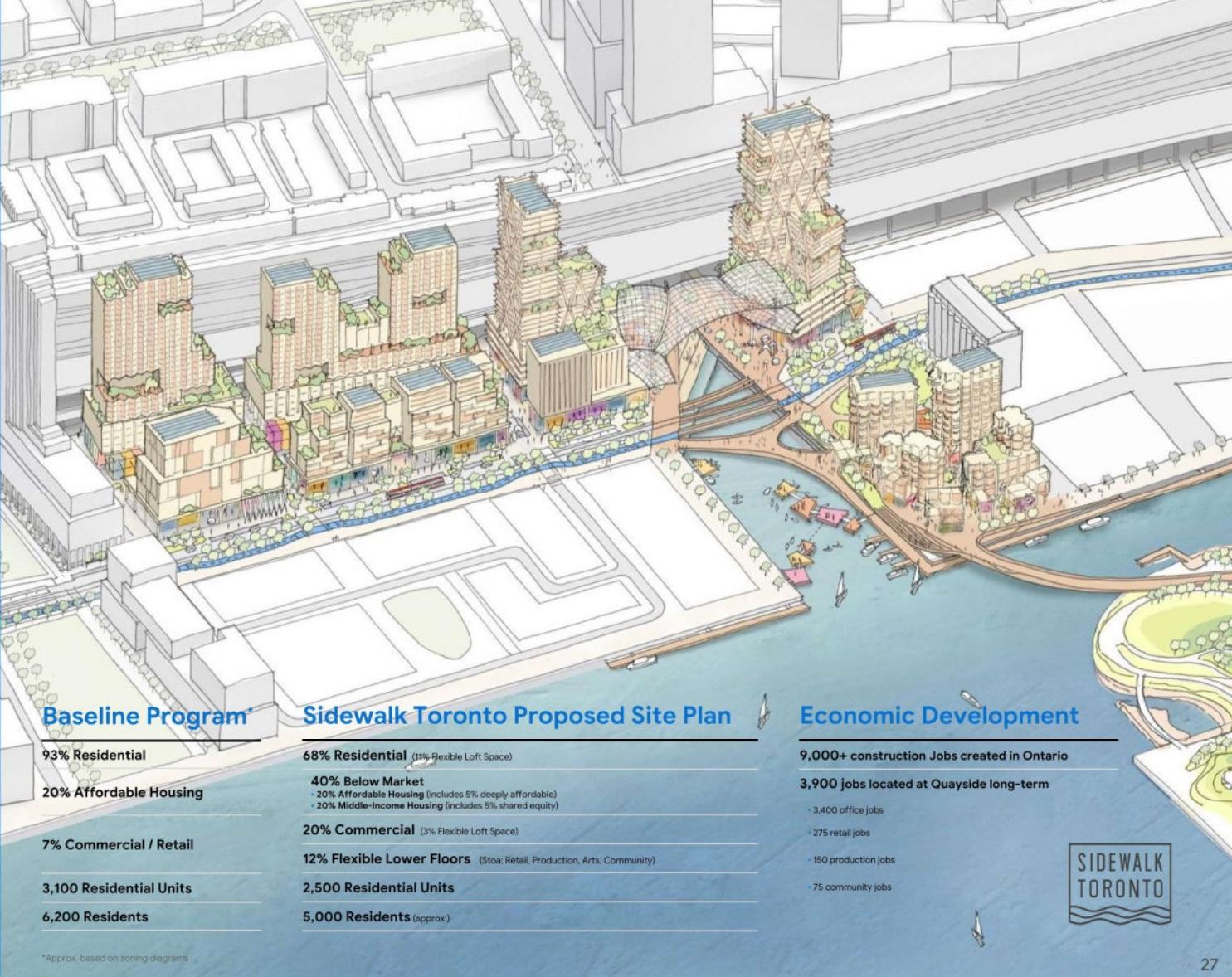
Targeting 75 - 85% reduction in greenhouse gas emissions at Quayside compared to standard development: from 6.3 tons CO₂ per Torontonian, to <1 ton per Quaysider.

Streets that Work

New mobility including support for the Light Rail Transit, a Vision Zero neighbourhood, and getting ready for an automated vehicle future.

Civic Data Trust

Independent governance over the collection and use of urban data, to protect privacy, promote innovation, and safeguard the public interest.





THANK YOU

Main presenter: Jesse Shapins

Panel: Jesse Shapins, Nerissa Moray, Andrew Winters

	Headline	Visual	Voiceover
1	Quayside Site Plan	<i>Opening slide</i>	<p><i>Keerthana</i> Good morning everyone. For those of you who don't know me, my name is Keerthana Rang and I do communications here at Sidewalk Labs. Welcome to 307.</p> <p>Today, we are sharing our draft plan for a new neighbourhood at Quayside.</p> <p>Today's briefing will be hosted by our Director of Public Realm, Jesse Shapins. There is a lot of information. So this briefing is for background only to help understand the content of the plan, not for attribution.</p> <p>Cameras are welcome to take b-roll or photos for your stories. If you would like to attribute a quote from the presentation, please speak to me and we can discuss.</p> <p>Once Jesse is done presenting you will have an opportunity to ask questions of Jesse, Nerissa Moray and Andrew Winters. Again for background only and not for attribution.</p> <p>Following the briefing and questions, you are welcome to do on-the-record, one-on-one interviews with Jesse, Nerissa and Andrew.</p> <p>The content is embargoed until 3PM today.</p> <p>Any questions about the format?</p>

			I'll now turn it over to Jesse...
2	Sidewalk Labs: Who We Are	<i>SWL Mission Statement</i>	<p>Thanks everyone for coming today. We're excited to share the draft site plan for Quayside.</p> <p>I realize most of you are familiar with who Sidewalk Labs is, but wanted to just provide a brief reminder. Our mission is to combine great urban design with technology to take on the major challenges facing great cities like Toronto today — affordability, mobility and sustainability - and ultimately economic development and jobs.</p> <p>Our approach is fundamentally rooted in creating inclusive neighbourhoods that improve quality of life for all. None of this is tech for tech's sake. Let's just get this out of the way now — what you're going to see today is neither Jetsons nor Black Mirror.</p>
3	November 2018: Where We Are in the Public Engagement Process	<i>MIDP Process Diagram</i>	<p>Before getting into the plan, we wanted to make sure everyone has a sense of where we are at in the process. For a little over a year now, we've been working in Toronto with Toronto residents to develop what is known as the "Master Innovation and Development Plan." Or MIDP for short.</p> <p>The MIDP is a set of documents Sidewalk is preparing for review by Waterfront Toronto, the City, other levels of government, Alphabet and the public..</p> <p>To date, our round tables have focused on more high-level questions related to the project, and now for the first time we're sharing draft concrete plans that are similar to what we plan to include in the MIDP. What you see today is what we'll be sharing for public feedback at round table four in 9 days, along with breakouts on Social Infrastructure Housing and Affordability, Sustainability and Data Governance.</p>

			<p>After this, the next big milestone will be completing a draft of the MIDP for review by government in early spring. This will include a fully detailing a proposed partnership and economics, and this is what the last round table will be focused upon.</p> <p>Following this, the City itself will be conducting its own consultation process for the MIDP to and the project will eventually go before Council for a vote in the middle of next year.</p>
4	Waterfront Toronto's Evaluation Framework for the MIDP	WT Objectives	<p>Last process slide before the images...</p> <p>As I mentioned, the MIDP is being prepared for review by Waterfront Toronto and the levels of government. To ensure thoughtful evaluation, Waterfront has developed an evaluation framework for the MIDP. Last week they shared this draft framework. It is extensive, with details on all facets of the project, but it also highlights a few top priority outcomes and "Must Dos." These are...</p> <ul style="list-style-type: none"> - Job creation, with a special emphasis on furthering the innovation corridor evolving along Queens Quay with a cluster at Quayside focused on urban innovation that creates opportunities for Canadian firms and the local tech ecosystem - Climate positive, including exceeding the ambitious sustainability levels Waterfront Toronto is already achieving - Affordable Housing, with a specific emphasis on expanding housing options to include more purpose-built rental for middle income families

			<ul style="list-style-type: none"> - New Mobility, which includes connection to transit, leveraging the benefits of autonomous vehicles and new approaches to the delivery of goods - Data Privacy & Digital Governance is a “Must Do,” which we strongly agree with. This includes everything from compliance with Canada’s already very strong privacy laws to proposals for new global standards in data governance. It is in response to this “Must Do” that we suggested creating a Civic Data Trust, a new public entity that is entirely arms-length from us that would manage all urban data in Quayside in the public interest and ensure everyone has the same innovation opportunities. This would be a true 3rd-party, public-sector-led initiative, and we are thrilled Waterfront is working with MaRS’s Solutions Lab on what this new civic institution might be. I have worked most of my career in civic technology and urbanism, and frankly one of the most exciting things about doing this project in Toronto is that this city’s history and culture of civic leadership makes it an ideal place to really push the rest of the world to develop new, better policy approaches for how to ensure technology is genuinely improving everyone’s lives. <p>So, that’s WT’s evaluation framework and they are here to answer any more questions folks may have on this afterwards. We’ve found this framework to be clear and you’ll see how these public policy outcomes are what is driving our site plan.</p>
5	Quayside as a New Neighbourhood	<i>Quayside as a New Neighbourhood Transition Slide</i>	Ok...enough preamble...let's talk about Quayside as a real place...Remember, the MIDP and the Site Plan that follows are proposals. These have yet to be approved by WT or the City. And we look forward to the feedback on these ideas next week

6	<p>Quayside among Toronto's downtown and east neighbourhoods</p> <p>Quayside Convergence Map</p> <p>Quayside sits at a remarkable location that is crossroads between the city's downtown, the east end and the Port Lands. In developing a plan, we've been heavily influenced by its unique geographic context and the neighbourhoods around it.</p> <p>Of course, it is connected to the Central Waterfront and the many incredible projects Waterfront Toronto has been completed from improving Queens Quay for all users, to Sugar Beach to Sherbourne Common and Bayside that is rising just outside the window.</p> <p>However, we see Quayside shaped just as much by its connections to the north and the east. Unlike the Central Waterfront that primarily has the financial district neighbouring much of it, Quayside is very close to many extraordinary neighbourhoods that define Toronto's East End. Parliament itself is an amazing corridor that moves from St. James Town up at Bloor, the most densely populated neighbourhood in the country with over 60% of the residents born outside Canada, through Cabbagetown and Regent Park, to our immediate neighbours at the Distillery and St Lawrence, a great example of building diverse, affordable housing options a generation ago. We believe Quayside can be a really important resource for all of these communities along Parliament, providing new public spaces that provide great access to the lake and the new parks in the Port Lands, as well as be a model for this generation of how to build truly new mixed-income communities with significant affordable housing.</p> <p>Lastly, as you know, Quayside is directly across the Keating Channel from the extraordinary new parks that will encircle Villiers Island as part of Waterfront Toronto's renaturalization of the Don River. As an urbanist nerd, this creation of an entirely new river and island is honestly one of the coolest urban infrastructure projects happening in the world. We see Quayside, and in particular Parliament Slip, as the beginning – or terminus – of this extraordinary ecosystem of the ravines and river that is both vital</p>
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			<p>to the city's resiliency and a key recreational corridor that spans as far as Scarborough with the new Meadoway park.</p>
7	Quayside – Today	<i>Existing Conditions Build</i>	<p>So, this is Quayside today. You can see the new Monde building on west at Bonnycastle, Lake Shore and the Gardiner on the north side, Parliament entering the site from the north, Parliament Slip and the Victory Soya Mills silos, as well as Queens Quay, including the Martin Goodman Trail.</p> <p>The Precinct Plan, completed in 2010, follows Waterfront's established approach of leading with public realm. The plan is built around a new Silo Park and large wave deck at the head of Parliament Slip. The plan also extends Queens Quay, including expanding the LRT.</p>
8	Quayside – Transit, Bike and Pedestrian First	<i>Axo with Streets and Public Realm</i>	<p>Sidewalk's plan builds on the foundation of the precinct plan, further building on the tradition of leading with public realm and embracing new mobility systems. Our approach to creating neighbourhoods starts with making different assumptions about the future of transportation and the importance of the public realm in community life. We see transit, biking and walking growing, while we believe car ownership will continue to drop in urban areas. We also see the public realm – parks, water access, sidewalks, plazas – as more important than ever in ensuring there are adequate spaces to support diverse families to live a high quality of life in a dense area.</p> <p><i>Click</i></p> <p>Applying this thinking to Quayside means we are planning for only minimal parking, prioritizing transit, biking and walking, and providing more public space than previously planned. So, rather than fill in Parliament Slip we're interested in extending Queens Quay as a series of bridges for the LRT, Martin Goodman trail and pedestrians.</p>

Click

We also then envision creating a plaza at the top of Parliament Slip that brings water all the way up to Lake Shore, and creates an extraordinary new gathering place at the heart of the community. In many ways, this is taking the wave deck concept and pushing it even further. The neighbourhoods of Toronto have long felt that the lake is at a distance, and so rather than just make it easy and attractive to get down to the waterfront, we'd like to bring the lake up into the city, too. We are working with the City right now to explore multiple options for how we might achieve this goal of introducing a new public space built around water at the heart of the neighbourhood and ensure Quayside is well-connected to the overall transportation system.

Click

Because we prioritize pedestrians and aren't planning for large parking structures in the buildings, we also plan to break down the blocks into smaller buildings surrounded by pedestrian walkways. You can most visibly see this here on the water's edge where we now have five small buildings with a courtyard — Silo Park is now effectively extended into this area and goes all the way to the lake.

Click

Quayside really is a crossroads, and to ensure the most people possible have easy access to the great new parks at Villiers, we're proposing a bridge that extends directly from here to Promontory Park. This bridge will be built into the dockwall to include a bleacher that terraces down to a floating walkway, giving people further opportunities to engage with the water in new ways.

			<p><i>Click</i></p> <p>On the west side, Queens Quay is envisioned as an extension of the great waterfront boulevard from the west. The promenade extends on the south side, the Martin Goodman Trail is enlarged to 5m, and to create more of a balanced public realm, we are proposing a one-way so that the north side has a sidewalk to match the south side.</p> <p><i>Click</i></p> <p>The blocks here are also further broken to create more pedestrian walkways for the community.</p>
10	Quayside – Greening the Public Realm	Axo with Full Public Realm	Put all together, Quayside improves the safety and efficiency of our streets and creates an extraordinary public realm that is a network of green, blue and paved areas that will be a major asset for the entire city, and is especially important for the neighbours to the north that have not had access to adequate parkland on the water.
11	Quayside – Animating Ground Floor Spaces	Axo with Ground Floor	<p>We all know that the retail industry is changing dramatically, in large part due to ecommerce. This is having a major impact on our city, as ground floor spaces are so important for street life. To ensure that ground floor spaces remain vibrant, we are planning a new approach to the ground floor that opens up these spaces as open, flexible areas we're calling Stoa. Rather than rely on requiring long-term leases that are only possible for select global retailers, the flexible Stoa space and new digital tools reduces barriers for new businesses to get started and also provides much-needed space for community groups and health and social service organizations.</p> <p>This also illustrates our commitment to 'radical' mixed use at Quayside. By radical we mean a real push for a full mix of uses We recognize the challenges that Toronto faces in growing jobs and space for commercial</p>

			and production - in tandem with residential growth. And we know that areas such as the 'Kings' neighborhoods are demonstrating the resilience and vibrancy of true mixed neighborhoods. Here at Quayside we aim for a mix of around 70% residential, with 30% commercial, retail, 'production' (light industry, new tech, media and arts industry) and community uses.
12	Quayside – Providing Sustainable Infrastructure	<i>Axo with Infrastructure</i>	Sidewalk's approach to improving neighbourhoods also includes the infrastructure you often cannot see. At Quayside, we are planning the first neighbourhood that in one place combines completely new approaches to energy, waste, water and utilities. To push towards climate positive, there will be no natural gas, with heat provided by building heat recovery systems and geothermal wells, many of which will be under Silo Park. This clean energy source will be combined with an advanced power grid that includes solar panels on all roofs and battery storage in buildings. All of the energy will be managed holistically and automatically optimized with AI to minimize use, a new technology that results in 20% less energy use in the buildings at Quayside.
13	Quayside – Building up in Mass Timber	<i>Axo with All Buildings</i>	All of the buildings in Quayside are planned to be built in mass timber. Right now, Europe is really leading in timber, despite the abundance of certified forests in Canada. This is truly a perfect industry for us. The scale of the first ever mass-timber district in the world, combined with investment in the supply chain and building trades, results in transformative growth for the Canadian timber industry and supports labor transitions. Digital innovations place Canadian design, fabrication and construction industry in world-leading position.
14	Quayside Draft Plan – Proposed		Overall, you can tell that the building mix at Quayside is different than a traditional development. Zoning permits towers up to 48 storeys but working with timber we propose to do something novel in Toronto and

	Program Density up to 3.3M SF		rather than seek permission to exceed the permitted height and focus on luxury condos, we propose to keep to 30 storeys or less and focus on the quality of living spaces and amenities that make up a vibrant and inclusive community.
15	Quayside Program – Proposed Program Density up to 3.3M SF	<i>Program Table</i>	<p>So, in total, this is what the Quayside site program and site plan looks like in comparison to a traditional development. What would happen here based on the current zoning of the precinct plan is yet another Toronto neighbourhood without a real balance of uses. It would be almost exclusively residential, and largely market-rate condos. Our program is dramatically different, with far more non-residential uses to foster more jobs and a more healthy, complete community.</p> <p><i>Click</i></p>
XX	Unprecedented commitment to affordable housing	<i>40% below-market, and Bar chart</i>	<p>We all know housing is difficult to secure at all income levels right now. Toronto is in a state of “housing gridlock.” People feel stuck where they are or unable to even get into the housing market, and not only the ownership market, rental housing market too. Middle-income families are pushed outside of the City, leaving only concentrations of high and low incomes.</p> <p>We are making an unprecedented commitment to below-market housing. Our approach ensures a truly mixed-income community that we hope can be a model for tackling the housing challenges plaguing Toronto today.</p> <p>We plan to deliver 40% below-market housing units at Quayside. This includes 20% affordable housing that meets the official plan’s requirement. A quarter of these affordable units will be deep affordable (5% of total),</p>

		<p>available to low-income residents and supported by experienced housing non-profits.</p> <p>In addition, we are planning 20% middle-income housing, to provide opportunities for middle-income families to live--or stay--in the city.</p> <p>We also believe affordability is about creating more housing options. That's why half of our program will be purpose-built rental. This rental housing is essential in the city where the vacancy rate now hovers below 1%. We are planning more family housing with two or more bedrooms, and also new typologies, including 5% co-living units for singles, families, and seniors.</p>
16	Quayside – 3900 New Jobs	<p><i>Axo with jobs call outs</i></p> <p>Putting all of this together, this is Quayside. We believe this plan can achieve and even exceed the ambitious outcomes set out by Waterfront Toronto. We anticipate the neighbourhood alone will be home to 3,900 new jobs, with economic opportunity especially focused on tech, light manufacturing and production jobs.</p> <p><i>Click</i></p> <p>To support these jobs, Quayside proposes a significant increase in non-residential space.</p> <p><i>Click</i></p> <p>This cluster will be built around a new urban innovation institute with local research partners from Toronto's universities.</p> <p><i>Click</i></p>

			<p>A new model for the ground floors of buildings – Stoa - combines innovations in physical space, financing, digital services and management to create new numerous local opportunities for businesses, entrepreneurs and community groups to take part.</p> <p><i>Click</i></p> <p>The scale of the first ever mass-timber district in the world, combined with investment in the supply chain and building trades, results in catalytic growth for the Canadian timber industry and supports labor transitions. Digital innovations place Canadian design, fabrication and construction industry in world-leading position.</p>
17	Quayside – 75%-85% reduction ins GHG	<i>Axo with climate positive call outs</i>	<p>Overall, Quayside targets a 75%-85% reduction in greenhouse gas emissions compared to the standard development. Waterfront has already been leading in sustainability, but Quaysiders will produce 7 times less CO2 than other Toronto neighbourhoods, setting a new leading standard for Toronto.</p> <p>We will achieve this through many initiatives that have never been combined in a single district before.</p> <p>First, we start with advances in mobility that lower car trips, lower the number of freight and waste deliveries, and support electric vehicles; next we add clean Energy Sources. Photovoltaic panels, battery storage, geothermal wells and sewer heat recovery offer access and control of clean energy sources for electric power and thermal heating and cooling.</p> <p>Next, we manage this energy more effectively. New digital systems identify and eliminate energy waste while offering energy affordability and tenant comfort enhancements</p>

		<p>The design of buildings themselves is fundamental to achieving this goal. All buildings will meet Toronto Green Standards Tier 3, significantly reducing energy consumption.</p> <p>The path to climate positive isn't only about energy. It's about all about how we approach waste and water. We anticipate dramatically increased rates of multi-tenant building composting and recycling through advances in the full recycling chain: from introducing a digital waste user interface that helps educate tenants on the most common recycling errors , to conveyance systems that keep waste streams separated, to AI systems at the recycling plant that help characterize and quantify of waste streams in near real time and provide information back to the tenants. This will achieve 80% diversion vs current 27% in Toronto multi-tenant, 17% in commercial buildings</p> <p>We all know Toronto has increasingly been facing flooding problems, and here we're going to combine extensive blue roofs and green infrastructure located at buildings and throughout the streets and public realm, coupled with new water sensors that connect to weather data to proactively ensure green - and grey - stormwater systems have maximum capacity, resulting in dramatically less risk of flooding in Quayside, and taking stress off municipal infrastructure in the surrounding neighborhoods.</p>
18	Quayside – 40% Below-market Housing	<p>Axo with affordability/inclusivity call outs</p> <p>The core of our approach to housing affordability is 40% below market housing, including meeting the 20% official plan requirement and delivering 20% more purpose-built rental for middle-income families.</p> <p><i>Click</i></p> <p>Additionally ,we will create a new range of options. We will pilot a new shared equity model of affordable homeownership, allowing</p>

middle-income families to build equity even if they cannot afford a full down payment. We plan to provide 40% family housing with 2 bedrooms or more to provide space and supply for families on the waterfront.

Click

To further address the affordability challenge, we are partnering with local architects to develop new efficient and ultra-efficient housing typologies that meet shifting concepts of the home. We are also developing co-living housing to meet the needs of families, singles, and seniors. .

Click

To ensure a high-quality of life for everyone of all ages and abilities in a dense neighbourhood, an expanded public realm is essential. We are also already working with local non-profits like Park People, Thornecliffe Women's Collective and Digital Public Square to develop new open-source technologies to make it easier for communities to program public spaces themselves.

Click

There will also be space dedicated to community uses, including a new elementary school on Site 5, workforce development center, and wellness center.

Click

The district-scale approach to Tall Timber is not only instrumental in catalyzing this industry in Canada. Because of a modular approach that is enabled by end-to-end digital design and fabrication, construction costs can be reduced by 15%, contributing to affordability.

19	Quayside – Building for the future for all modes	<i>Axo with new mobility</i>	<p>Towards the objective of reducing congestion and improving safety,, Quayside will support the LRT expansion, as well as provide exceptional bike and pedestrian infrastructure that helps make it possible to live here without owning a car.</p> <p>Streets will be designed with digital technology, including responsive traffic signals and in-pavement lighting to push Vision Zero. And Queens Quay will be designed to evolve for AVs so that lanes can be closed over time as parking is reduced and connected cars can share the LRT right-of-way without slowing down headways.</p> <p>We recognize that changing how streets are designed must work for everyone. We've been heavily engaged with the accessibility community through a partnership with OCADU's Inclusive Design Centre to ensure this is the case, and that we're not only meeting requirements, but exceeding them when possible. Our approach to accessibility includes embedding bluetooth beacons throughout the neighbourhood to facilitate easier navigation for the visually-impaired, and all streets include tactile indicators along with visual signals.</p> <p>How people get around is not the only thing that's changing today. With the rise of on-demand services, how goods move is just as important. At Quayside, we'll be piloting an Urban Consolidation Center distributes freight and collects waste by robot via a below- grade tunnel system, reducing truck traffic, making streets safer, and lowering noise and air pollution.</p>
20	Quayside Site Plan	<i>Infographic money shot</i>	<p>So, here again is the current Quayside Site Plan and the many ways we are achieving the priority outcomes that Waterfront Toronto has put forward.</p>

			Thanks for taking the time today. I hope this gives a much better picture of what we're envisioning for Quayside and how the project addresses the critical challenges facing Toronto today.
24	End slide	Sidewalk Toronto logo	<p><i>Keerthana</i> Thank you Jesse. I'd now like to bring up Nerissa and Andrew.</p> <p>Nerissa is the Associate Director of Planning and Development. Andrew is the Chief Operating Officer of Development. We'll now take any questions...</p> <p><i>Question and answer with media</i></p> <p><i>Keerthana</i> Alright. Thank you everyone. That is the end of the briefing. Jesse, Nerissa and Andrew will be sticking around to do on-the-record, one-on-one interviews. So please approach me or Amanda for these interviews and we'll get all of them done over the next 30 minutes or so. Thanks.</p>

Cariaga, Flordeliza (INFC)

From: Hobbs, Joshua (INFC)
Sent: November 29, 2018 4:27 PM
To: Eyre, Jennifer (INFC); Geerts, Line (INFC); INFC.F DM Office / Bureau du SM F.INFC; Gillis, Kelly (INFC)
Cc: Fenrich, Julia (INFC); Marchildon, Caroline (INFC); Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Nassif, Marie-Pier (INFC)
Subject: RE: For DMO info: SWL Site Plan Briefing - media coverage

Also flagging this tweet and the linked-to blog post by SWL:

<https://twitter.com/WaterfrontTO/status/1068241872324308992>

<https://medium.com/sidewalk-toronto/quayside-a-new-vision-for-torontos-waterfront-60d969d16c5f>

From: Hobbs, Joshua (INFC)
Sent: November 29, 2018 4:15 PM
To: Eyre, Jennifer (INFC) ; Geerts, Line (INFC) ; INFC.F DM Office / Bureau du SM F.INFC ; Gillis, Kelly (INFC)
Cc: Fenrich, Julia (INFC) ; Marchildon, Caroline (INFC) ; Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; Nassif, Marie-Pier (INFC)
Subject: For DMO info: SWL Site Plan Briefing - media coverage

Good afternoon Kelly and Glenn,

Further to this morning's email and for your information, attached is the final deck and the accompanying speaking notes used at Sidewalk's media briefing this morning.

Here are some early media hits:

Toronto Star: [Sidewalk reveals plans for Quayside housing](#)

Canadian Press: [Sidewalk Labs releases more details for high-tech Toronto community](#)

Bloomberg: [Google Aims to Win Over Skeptical Toronto With Affordable Homes](#)

WT has received requests for comment from CP and The Star, to which they've responded:

The site plan that was presented today is one part of a much larger MIDP, which we are expecting to see in the early part of the new year.

Looking at what was released today we are pleased to see that Sidewalk has given serious attention to sustainability and affordability in their site plan. Both have been critical objectives for Waterfront Toronto from the beginning of this process.

There is an open public roundtable next week on December 8th, and we are looking forward to hearing the public's reaction to today's presentation.

Global asked WT about data privacy, and Ann Cavoukian's comments about Waterfront Toronto being receptive to her ideas on privacy. WT sent the same response they've been using recently, including with CP when they asked about this a few weeks ago.

Waterfront Toronto has always maintained a commitment to the protection of personal privacy. We are currently exploring the methods available to ensure deidentification of data at source, and we look forward to further conversations on this subject with Dr. Cavoukian.

At Waterfront Toronto we have an enormous respect for Dr. Cavoukian and Privacy by Design, the excellent tool she has developed based on best practices. Waterfront Toronto also recognizes and respects the obligation to adhere to Canadian privacy laws, which go beyond Privacy by Design. We will ensure that any party proposing technologies for use in the Designated Waterfront Area meet any and all Canadian privacy legal requirements and beyond.

Thanks,

Joshua Hobbs

Senior Communications Advisor, Communications Directorate, Ministerial and Advisory Services

Infrastructure Canada / Government of Canada

joshua.hobbs@canada.ca / Tel: 613-960-6869 / [REDACTED]

Conseiller principal en communications, Direction des Communications, Services ministériels et consultatifs

Infrastructure Canada / Gouvernement du Canada

joshua.hobbs@canada.ca / Tél. : 613-960-6869 / [REDACTED]

From: Hobbs, Joshua (INFC)

Sent: November 28, 2018 7:12 PM

To: Eyre, Jennifer (INFC) ; Geerts, Line (INFC) ; INFC.F DM Office / Bureau du SM F.INFC

Cc: Fenrich, Julia (INFC) ; Marchildon, Caroline (INFC) ; Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; Nassif, Marie-Pier (INFC)

Subject: For DMO info: SWL Site Plan Briefing - 10 am tomorrow

Good evening,

I am sharing for your information that Sidewalk Labs is planning a media briefing on Thursday morning to go over their site plan. The briefing will be a preview of material to be presented at the public roundtable on December 8th. I have attached the media advisory to this email, and WT will be developing key messages and QAs that I will also share.

Thanks,

Joshua Hobbs

Senior Communications Advisor, Communications Directorate, Ministerial and Advisory Services

Infrastructure Canada / Government of Canada

joshua.hobbs@canada.ca / Tel: 613-960-6869 / [REDACTED]

Conseiller principal en communications, Direction des Communications, Services ministériels et consultatifs

Infrastructure Canada / Gouvernement du Canada

joshua.hobbs@canada.ca / Tél. : 613-960-6869 / [REDACTED]

Cariaga, Flordeliza (INFC)

From: Lehman, Mark (IC)
Sent: December 3, 2018 11:00 AM
To: Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC)
Subject: RE: Update

Thanks so much Nancy!

M

From: Faraday-Smith, Nancy (INFC)
Sent: December-03-18 10:35 AM
To: Lehman, Mark (IC)
Cc: Tippins, Shawn (INFC)
Subject: RE: Update

Hi Mark –

Below and attached is some background on SWL and some high-level bullets on the issues arising from the proposed development of Quayside. Don't hesitate to reach out if there is anything more specific we can provide.



-
- Waterfront Toronto is an independent agency created in 2001 under provincial statutes by Canada, Ontario and the City of Toronto to manage the Toronto Waterfront Revitalization Initiative. SWL was created by Google's parent company Alphabet in 2015 to design, test, and build urban innovations.
 - Under an agreement between Waterfront Toronto and Sidewalk, the company has committed \$50 million towards fully developing a long-term Master Innovation and Development Plan (MIDP) for Quayside. No lands or other rights have been committed to Sidewalk.
 - Sidewalk will also consider moving Google Canada's headquarters to the waterfront area as an anchor for the urban innovation cluster, and has committed to promoting innovation in Toronto through establishment of a new institute.
 - While Sidewalk, working with Waterfront, has engaged with the public on early aspects of its development proposal, public concerns continue to be voiced around privacy, data governance, procurement/intellectual property and the privatization of urban planning.
 - As part of their response to these concerns, on October 18, 2018 Sidewalk Labs outlined draft proposals for a Quayside digital governance framework at a meeting of Waterfront Toronto's arms-length Digital Strategy Advisory Panel (DSAP).
 - The proposals include development of responsible data use guidelines; the application of open data standards and requirement for a Responsible Data Use Impact Assessment; and, the creation of a Civic Data Trust, an independent entity to control, manage and make publicly accessible all data that could reasonably be considered a public asset.

- Waterfront and Sidewalk continue to work with the DSAP, other data experts and members of the public to refine the governance framework as draft chapters of the MIDP are being finalized. INFC is closely monitoring this activity.
- Another important aspect that remains unclear to date is the business model envisioned for Quayside, including as it relates to, e.g., real estate, intellectual property and data monetization.
- As it may pilot first-to-market technologies, the Quayside project is expected to generate much larger, at scale, proposals that will need to be weighed against current policies at federal, provincial and municipal level. More broadly it may test the balance between fostering innovation and appropriate frameworks for public trust, namely digital governance laws and regulations.
- Both Waterfront Toronto and Sidewalk Toronto have been encouraged to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish appropriate bodies to provide guidance, such as the Waterfront's Digital Strategy Advisory Panel that will help identify and frame policy issues that will arise under the planning for Quayside.
- Importantly, Waterfront will need to take any development plan before the three orders of government and, where appropriate, seek specific approvals of initiatives under the MIDP.
- Given its breadth of ambition, the Quayside development plan will implicate the mandates of different departments and ministries across the three orders of government. INFC continues to work as the portal into the federal government as specific policy issues and engagement opportunities around Quayside emerge.

From: Lehman, Mark (IC)

Sent: December 3, 2018 7:01 AM

To: Faraday-Smith, Nancy (INFC)

Subject: Update

Morning Nancy,

I have to send in my DM Monthly today. [REDACTED] I know we discussed you sending me a short update on how things went when you were here, highlights, issues etc. Any chance you could send that today? Doesn't need to be long, just highlights, or if you've already done a note and can share it I could take from there.

Merci

M

Mark Lehman

Executive Director, Strategy and Innovation Policy Sector (Ontario Region)
 Innovation, Science and Economic Development Canada / Government of Canada
mark.lehman@canada.ca / Tel: [416-973-5001](tel:416-973-5001)

Directeur exécutif, Secteur des stratégies et politiques d'innovation (Région de l'Ontario)
 Innovation, Sciences et Développement économique Canada / Gouvernement du Canada
mark.lehman@canada.ca / Tél: [416-973-5001](tel:416-973-5001)



Waterfront Toronto – Sidewalk Labs Partnership on Quayside

BACKGROUND

The Government of Canada has partnered with the City of Toronto and Province of Ontario to invest \$1.25 billion in the flood mitigation and reclamation of the Toronto waterfront. As part of the commitment by all three orders of government, Waterfront Toronto (WT) is leading the implementation of the initiative. This investment is allowing for the redevelopment of this vital part of the city, and for WT to develop innovative partnerships around proposed initiatives to build the communities of tomorrow, such as the Quayside project involving Alphabet subsidiary Sidewalk Labs.

Context

Waterfront Toronto is a not-for-profit entity with an independent Board of Directors established under provincial legislation in 2001. WT leads the Toronto Waterfront Revitalization Initiative (TWRI) and is responsible for overseeing operations, including hiring management and staff, and delivering on development projects. All three orders of government appoint members to its board of Directors and the Minister of Infrastructure and Communities (INFC) is responsible for appointing four federal members. The Minister of Infrastructure and Communities is responsible for federal matters relating to WT. For 2018-19 the Deputy Minister of INFC is Chair of the DM-level Inter-Governmental Steering Committee which serves as a focal point for intergovernmental management and coordination of matters related to the TWRI.

In October 2017 WT partnered with Sidewalk Labs, a subsidiary of Google parent-company Alphabet, on “Quayside.” The project aims to use a 12-acre section of Toronto’s eastern waterfront to develop world-leading design and technologies to create the city of tomorrow. This would encompass a mixed-use of ‘smart’ community concepts, innovative building techniques, connectivity and a climate positive approach to city building “from the Internet up”..

WT and Sidewalk Labs have entered into a Plan Development Agreement (PDA). The PDA commits Sidewalk Labs to a direct funding commitment of \$50 million toward fully developing a long-term Master Innovation and Development Plan (MIDP) for Quayside, and to consider moving Google Canada’s headquarters to the waterfront area as an anchor for the urban innovation cluster. The PDA also contains a number of principles around Intellectual Property (IP), data governance and privacy, public engagement and communications, and government relations – which are intended to address public concerns in these areas. The PDA was made public on July 31, 2018 with much media attention paid to data governance and privacy questions.

The PDA is clear that Sidewalk Labs does not have any rights to the land. It will however be permitted to work with WT on the vision/planning of the larger eastern waterfront. Land valuation and disposition methodology will be negotiated over the course of the MIDP’s development.

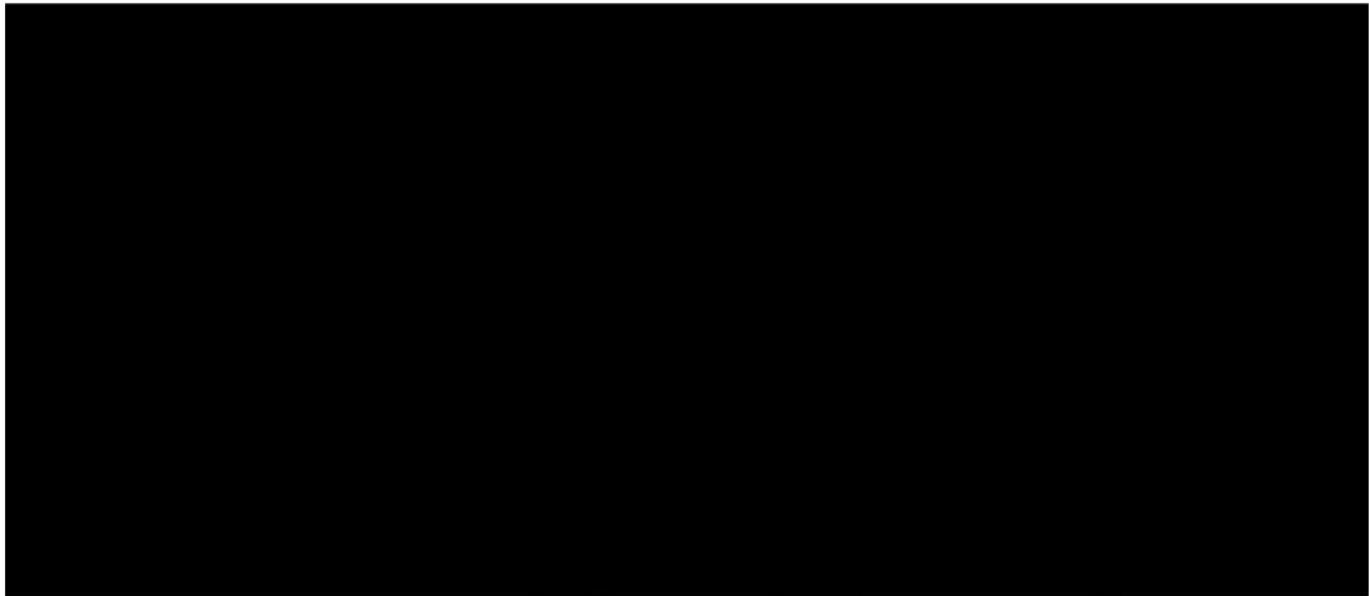
On April 18, 2018, Waterfront Toronto announced the formation of a Digital Strategy Advisory Panel (DSAP). DSAP is an arms-length body intended to help guide Waterfront Toronto on how best to incorporate data privacy, digital systems, and the safe and ethical use of new technologies in the next phase of waterfront revitalization.

On October 17, 2018, Sidewalk Labs shared its Digital Governance Proposals with Waterfront Toronto. The presentation will be publicly discussed at a meeting of the DSAP on October 18th. The four key components of a framework for digital governance that Sidewalk Labs is proposing for Quayside include: responsible data use guidelines; civic data trust; a responsible data impact assessment; and open standards.

The federal government is not a funding partner in the Quayside project. Its interest in WT’s engagement with Sidewalk Labs is to understand how its activities will inform Government of Canada policy development on data ownership/control, privacy and ethics. INFC acts as a portal for linking to the broader federal community on policy questions and other issues.



The Quayside project is viewed as a long-term project that would likely extend beyond WT's 25-year mandate which expires in 2028. WT's longer-term vision would be to expand Quayside technology into the Port Lands once remediated and flood protected.



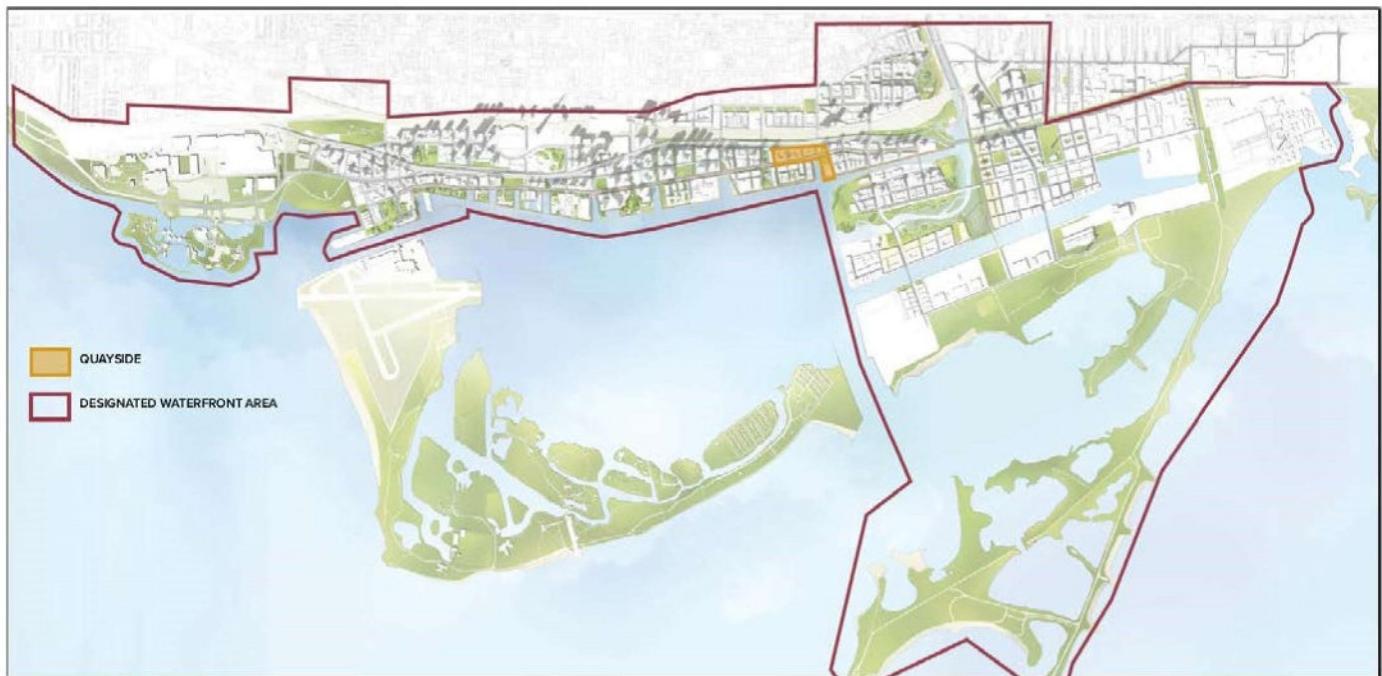
Attachments

1. Quayside map

DRAFT



Attachment 1 - Quayside Map



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 5, 2018 3:15 PM
To: Campbell, Glenn (INFC)
Cc: Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC); Tippins, Shawn (INFC)
Subject: FW: Quayside MIDP Briefing for Government Stakeholders - URGENT

For interest, have confirmed that Lou/David and Adam/Wendy have RSVP'd. I asked WT/Mary what if any materials we might expect in advance (i.e., for a weekend reading package) and she mentioned that Ed is working on something. I'll reach out to Ed directly and frame that we'd like to make the most of the 1.5hrs so would appreciate any prep products they can share by Friday.

From: Mary Scotland [mailto: [REDACTED]@waterfronttoronto.ca]
Sent: December 4, 2018 10:56 AM
To: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Edward Chalupka [REDACTED]@waterfronttoronto.ca
Subject: Fw: Quayside MIDP Briefing for Government Stakeholders - URGENT
Importance: High

Hello Heywet and Natalie,

I hope this finds you well.

Following up on my email sent on November 30th, Waterfront Toronto has been asked to provide a briefing to government stakeholder on the Quayside MIDP, early next week. Based on the responses we have received from participants at the provincial and municipal levels, **Monday, December 10th – 9:00am to 10:30am** is looking like the best option for the briefing. That said, please let me if this can be worked into Glenn and Nancy's schedules to participate either in person or via videoconference.

Looking forward to a response from you today.

Best,
 Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

From: Mary Scotland
Sent: Friday, November 30, 2018 4:43 PM
To: 'Zewede, Heywet (INFC)'; 'Ladouceur3, Natalie (INFC)'; 'Andrea Broughton'; Elaine Hung; Olowude, Ibukun (MOI); 'Wendy.Ren@ontario.ca'
Subject: Quayside MIDP Briefing for Government Stakeholders - URGENT

Good afternoon all,

Waterfront Toronto has been asked to provide a briefing on the Quayside MIDP for the following government officials:

Glen Campbell
Adam Redish
Nancy Faraday-Smith
Wendy Wren
David Stonehouse
Lou Di Gironimo

As I understand, this needs to happen no later than the second week of December – no exceptions. That said, please let me know which of the following dates we can make work for the above to attend the briefing at Waterfront Toronto's office, either in person or via videoconference:

Monday, December 10th – 9:00am to 10:30am
Tuesday, December 11th – 2:30pm to 4:30pm
Thursday, December 13th - 9:00am to 10:30am

Thank you in advance and I look forward to your replies.

Best,
Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTORONTO

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: December 7, 2018 11:03 AM
To: Campbell, Glenn (INFC)
Cc: Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC); Faraday-Smith, Nancy (INFC)
Subject: Travel request or Monday

Importance: High

Tracking:	Recipient	Delivery
	Campbell, Glenn (INFC)	Delivered: 2018-12-07 11:03 AM
	Zewede, Heywet (INFC)	Delivered: 2018-12-07 11:03 AM
	Ladouceur3, Natalie (INFC)	Delivered: 2018-12-07 11:03 AM
	Boudreau, Marcia (INFC)	Delivered: 2018-12-07 11:03 AM
	Faraday-Smith, Nancy (INFC)	Delivered: 2018-12-07 11:03 AM

Glenn – As mentioned, I'll join you and Nancy at WT on Monday for the MIDP meeting. Please approve the travel request at the earliest possibility. Thx, ST.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 9, 2018 8:17 PM
To: Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Subject: Re: MTG with WFT tomorrow

WT never sent one so I've asked Ed to send tonight if he sees my message on time. My understanding from talking to Ed on Saturday is that some time will be taken up by SWL presenting on the initial draft chapters and then WT presenting on policy/leg've/other considerations.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Sunday, December 9, 2018 7:41 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: Re: MTG with WFT tomorrow

What is agenda for meeting tomorrow?

Glenn Campbell

[REDACTED]
613 941 0722 (w)

From: Campbell, Glenn (INFC)
Sent: Sunday, December 9, 2018 7:30 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: Re: MTG with WFT tomorrow

[REDACTED]
We discussed only 3 adms and meeting WF folks directly, and then SWL separately

[REDACTED]
Glenn Campbell

[REDACTED]
613 941 0722 (w)

From: Faraday-Smith, Nancy (INFC)
Sent: Sunday, December 9, 2018 7:07 PM
To: Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Subject: Re: MTG with WFT tomorrow

WT invited SWL to present their thinking/ambition behind what we'll see tomorrow.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Sunday, December 9, 2018 6:39 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: MTG with WFT tomorrow

[REDACTED]

Glenn Campbell

[REDACTED]
613 941 0722 (w)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 10, 2018 7:34 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Boudreau, Marcia (INFC); Ladouceur3, Natalie (INFC)
Subject: summary of MIDP pillar overview and discussion @ WT
Attachments: [REDACTED]

Glenn –

As requested, a high-level summary of today's discussion. Not sure if you wanted to include the WT presentations (attached). They're referenced below (see highlight in case you wish to remove this part as may be too detailed for DM). Please let me know if more is needed.

Nancy

**Pages 613
is withheld
pursuant to paragraphs
21(1)(a) and 21(1)(b)
of the *Access to Information Act***

**Le page 613
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information**

**Pages 614 to 629
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act***

**Les pages 614 à 629
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 10, 2018 9:38 PM
To: Tippins, Shawn (INFC)
Cc: Faraday-Smith, Nancy (INFC)
Subject: Rough notes from Roundtable

Sending these to you and myself [REDACTED]
[REDACTED]

OPENING PLENARY

Presentations by WT (process, evaluation framework) then SWL (concept for Quayside, reinforcing commitment to data governance framework)

Q&A session (a.m.)

- social housing elements
- water pollution from Lake Ontario - how mitigating?
- connection to Don park
- [REDACTED] - how much of MIDP has WT seen so far and how many pages (Meg: have seen a few early draft chapters on some elements); will it be made public when WT gets the full draft (Meg: no, WT will review and provide feedback, as will governments)
- carpenters union rep: what plans, thoughts about reaching out to next gen to make sure they have the skills needed for future? SWL (Jesse Shippins) - working closely with the building trades
- how incorporating outdoor activities in the winter?
- is SWL going to buy the land from T.O.? Meg: WT owns most of the land, no plans to do land transfer, other opportunities will be part of the business case that's under development

Q&A session (p.m.)

- will project set up a glossary of terms? Yes
- clarity into SWL business model? Still under development as part of MIDP but likely in the areas of financing infrastructure, limited real estate development, some IP shared with City
- what does privacy by design? Brief explanation
- data ownership considerations? Reference to SWL proposal around data, eg open data standards,
- affordable housing - who will own and fund? No transaction yet established, looking at economics of delivery, there are models to work through with the city
- bridge for Keating channel - access to marine industry? Nothing proposed will change existing access
- affordable housing and school - what is trade-off on data collection, including of children? Will abide by legislation and policy related to data collection for all persons; no greater demand for data from affordable housing residents
- has this model been shown to be a feasible business model? Want to make sure that technologies are replicable (scaleable)

A.M. MOBILITY BREAKOUT

- presentation by SWL
- people and public realm first

- reference to WT desire to work with govts to accelerate delivery of LRT to Queens Quay/Quayside and area

Q&A

- more detail on LRT plan, eg money for? Value capture a well known principle to get transit built; looking for innovative financing schemes to make this happen
- routing approaches...SWL working on multi-modal trips but acceleration of LRT would bring huge benefit
- heated sidewalks (want to make sidewalks a vibrant place year round)
- autonomous vehicles (safety will come first)
- what lessons from Queens Quay (

A.M. DIGITAL GOVERNANCE BREAKOUT

- presentation by WT (Kristina); overview of WT's implementation requirements etc
- presentation by SWL (Elisa Harvey-Dawson); overview of four digital governance framework components; pointed to 3 use cases that tables could discuss: transportation, building efficiency and public like

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 11, 2018 9:48 AM
To: 'Ren, Wendy (MOI)'; David Stonehouse
Subject: RE: Today's TWG meeting

Noted. Thanks Wendy.

From: Ren, Wendy (MOI) [mailto:Wendy.Ren@ontario.ca]
Sent: December 11, 2018 8:26 AM
To: David Stonehouse <David.Stonehouse@toronto.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Today's TWG meeting

[REDACTED] Cam may be able to attend a bit. Cata will be there.

I start talking with different ministries regarding MIDP review.

Thanks
Wendy

Sent with BlackBerry Work
(www.blackberry.com)

Cariaga, Flordeliza (INFC)

From: Ladouceur3, Natalie (INFC)
Sent: December 11, 2018 10:39 AM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC); Boudreau, Marcia (INFC)
Subject: RE: summary of MIDP pillar overview and discussion @ WT

Done

From: Campbell, Glenn (INFC)
Sent: December 11, 2018 10:22 AM
To: Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC) ; Boudreau, Marcia (INFC) ; Ladouceur3, Natalie (INFC)
Subject: RE: summary of MIDP pillar overview and discussion @ WT

Please print and give DM hard copy of both

From: Faraday-Smith, Nancy (INFC)
Sent: December 10, 2018 8:32 PM
To: Campbell, Glenn (INFC) <glenncampbell@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>;
Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Subject: summary of MIDP pillar overview and discussion @ WT

Glenn –

As requested, a high-level summary of today's discussion. Not sure if you wanted to include the WT presentations (attached). They're referenced below (see highlight in case you wish to remove this part as may be too detailed for DM). Please let me know if more is needed.

Nancy

**Page 634
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pursuant to paragraphs
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paragraphes
20(1)(b), 21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 14, 2018 10:48 AM
To: 'Edward Chalupka'
Subject: RE: Fwd: Detailed MIDP evaluation framework

Super - thanks

From: Edward Chalupka [mailto:████████@waterfronttoronto.ca]
Sent: December 13, 2018 7:15 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Fwd: Fwd: Detailed MIDP evaluation framework

Nancy. What is being posted tommorow is less detail than what governments have already seen. See the attached and email trail below.

Ed

Get [Outlook for Android](#)

From: Carol Webb
Sent: Thursday, December 13, 7:08 PM
Subject: Re: Fwd: Detailed MIDP evaluation framework
To: Meg Davis, Edward Chalupka, Erik Cunningham, Kevin Greene

Yes, Meg is correct. What we are posting tomorrow is less detail than governments have seen but more than was contained in Meg's overview. It's attached if you'd like to forward to Nancy.

From: Meg Davis
Sent: 13 December 2018 17:53
To: Edward Chalupka; Carol Webb; Erik Cunningham; Kevin Greene
Subject: Re: Fwd: Detailed MIDP evaluation framework

Should be what we've shown them. Govts got more than we showed in public correct. It's the one SAC saw.

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

From:

████████@waterfronttoronto.ca

Sent:

December 13, 2018 5:11 PM

To:

MDavis@waterfronttoronto.ca

Subject:

Fwd: Detailed MIDP evaluation framework

From: Faraday-Smith, Nancy (INFC)
Sent: Thursday, December 13, 4:13 PM
Subject: Detailed MIDP evaluation framework
To: Edward Chalupka
Cc: Tippins, Shawn (INFC), Meg Davis

Hi Ed,

If I heard correctly, Meg made reference during DSAP to a more detailed eval framework being available on-line tomorrow (?). If that's the case, would greatly appreciate an advance copy [REDACTED]

Let me know if I'm mistaken,
Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)
Sent: December 14, 2018 1:04 PM
To: Campbell, Glenn (INFC)
Cc: Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC); Tippins, Shawn (INFC)
Subject: Expert digital panel members urge slowdown on Sidewalk Labs project

Glenn – see below for interest a National Post article from today. Consistent with the short brief-out I provided following yesterday's DSAP.

Expert digital panel members urge slowdown on Sidewalk Labs project

National Post
By: James Mcleod
Date: 2018-12-14 00:00:00

Members of the expert advisory panel reviewing the Sidewalk Labs smart city project in Toronto were frustrated Thursday afternoon, calling for the planning process to slow down and make more time for consultation and policy development.

Members of the Digital Strategy Advisory Panel (DSAP) said there isn't enough time to consider the thorny issues involved in a data-driven development project such as the one Sidewalk Labs is proposing.

Kurtis McBride, the CEO and co-founder of traffic data firm Miovision, warned that data-collecting sensors in the proposed Quayside project could lock the city into data collection technologies that aren't easily changed over time.

"Before we set up a digital layer that locks us into a particular set of policy outcomes for the next 50 to 100 years, I think we need to slow down," McBride said.

"The architecture that we're going to set here is going to leave the 12 acres the minute it's done, and it's going to spread nationally, or even globally. And I think it's exciting if we get it right, but terrifying if we get it wrong."

Sidewalk Labs was selected by federal-provincialmunicipal development agency Waterfront Toronto as the innovation and funding partner for the development of Quayside, a 12-acre plot of land on Toronto's eastern waterfront, which was supposed to be a hightech smart city development built "from the internet up" according to the original announcement.

Originally, Sidewalk Labs was supposed to consult for a year before publishing a Master Innovation and Development Plan (MIDP) but that has already been significantly delayed, and the MIDP is now supposed to be published as a draft in the first three months of 2019, with a final MIDP sent to Waterfront Toronto for review and approval by the end of Q2.

Waterfront Toronto still hadn't published its evaluation framework, and is still consulting on key issues of data governance, privacy and intellectual property to come up with clear policy for how to evaluate the Sidewalk Labs proposal.

Andrew Clement, professor emeritus with the University of Toronto's Faculty of Information warned that Waterfront Toronto is putting the cart before the horse by allowing Sidewalk Labs to build the MIDP before the governing agency has locked down its own digital policies.

"When you're building a neighbourhood from the internet up ... you're intervening and you're capturing information in the daily lives of individuals in a way that's unprecedented," Clement said.

"I think that there's in some ways a fatal flaw in this process because it's not based in an appropriately adequate understanding of the challenge that you've taken on."

University of Ottawa professor Michael Geist, who chairs the DSAP, also worried that the panel wouldn't have enough time to study the MIDP, anticipated to be hundreds of pages long.

Several panel members warned that the document would land with a thud in their laps, with limited time to study the proposals before approval.

Geist also called for Sidewalk Labs and Waterfront Toronto to slow down their development timeline to give more thought to data and privacy issues. He said by rushing it, the whole process sends a message to the public that Waterfront Toronto and Sidewalk Labs aren't taking the consultation process seriously.

"I recognize the value of deadlines and putting feet to the fire. The risk that I think this very aggressive timeline has, is that it sends a message that the kinds of consultation and review aren't genuine," Geist said.

"I don't think anyone would look at this and say realistically, in that six month timeline, you can do all that full review."

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 20, 2018 1:22 PM
To: Zewede, Heywet (INFC); Boudreau, Marcia (INFC); Ladouceur3, Natalie (INFC); Tippins, Shawn (INFC)
Subject: RE: Notes from RT #4

Super - thanks

From: Zewede, Heywet (INFC)
Sent: December 20, 2018 1:04 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Notes from RT #4

Yes, Natalie brought copies over.

From: Faraday-Smith, Nancy (INFC)
Sent: December 20, 2018 1:03 PM
To: Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Notes from RT #4

Does anyone know if this went over to DMO?

From: Campbell, Glenn (INFC)
Sent: December 17, 2018 1:44 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Notes from RT #4

Please send hard copies to DMO

Check a few typos

From: Faraday-Smith, Nancy (INFC)
Sent: December 14, 2018 11:08 AM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Cc: Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: Notes from RT #4

Glenn –

See below our collective notes from Roundtable #4 held last Saturday. I've bolded the more pertinent items or interventions. I'll bring a hard copy of this to your office.

Nancy

On December 8, 2018, WT and SWL hosted the fourth public roundtable meeting on the Quayside project. The roundtable was a full-day meeting where participants had the opportunity to attend a morning and/or afternoon session (both with the same agenda) to learn about and discuss key details being considered for the draft Quayside MIDP. The program had four breakout sessions, each running twice in the morning and twice in the afternoon. The four break-out sessions were focused on:

- Quayside site plan and transportation
- Affordable housing and social infrastructure
- Digital governance
- Sustainability

OPENING PLENARY

WT Chief Development Officer Meg Davis presented on the assessment process for the MIDP, including the objectives and criteria against which the MIDP will be assessed (see attached). SWL Director of Public Realm, Jesse Shapins, then presented on the concept site plans for Quayside, which emphasized proposed design and technology innovations and that reiterated SWL's commitment to its proposed data governance framework.

Q&A sessions following the morning and afternoon plenary presentations saw the following questions asked from the audience:

A.M. Plenary Q&A session:

- What are the priority outcomes for social infrastructure against which the MIDP will be assessed? Meg Davis responded that that affordable housing targets, complete communities approach are "must haves" for the MIDP and are specified as RFP requirements.
- How will the project address water pollution in Lake Ontario? SWL's response suggested that the site plan proposed to increase residents' engagement with the lake which would increase awareness and sensitivity to environmental.
- How will Quayside connect to the planned Don River Valley Park (WT's response covered its plans for the Waterfront promenade, Silo Park and bridge connections from Quayside to Promontory Park).
- [REDACTED] asked WT how much of MIDP it has seen so far, and how many pages it is expected to be. Meg Davis responded that WT has seen have seen a few early draft chapters on some elements, and that the complete MIDP would be in the order of a few hundred pages or more. [REDACTED] also asked if WT would make the MIDP publicly available immediately upon receipt of a full draft, to which Meg clarified that WT would first review and provide feedback to SWL, as would governments, to assure the draft would be free of any clear-nonstarters and in suitable shape for public review.
- A representative from organized labour (carpenters union) praised the site plan and tall timber aspect and asked about workforce development, including how to bring more people into the trade (given the already booming city) and reach out to the younger generation to make sure they have the skills needed for future?. SWL responded that it is working closely with the building trades on these questions.
- How will Quayside incorporate outdoor activities in the winter? SWL responded that year-round use of outdoor space remains a big priority, and that the intends to leverage technology innovations like building raincoats and proposed seasonal programming to make the outdoor space in the neighborhood accessible all-year long.
- [REDACTED] asked if SWL is going to buy the land from Toronto? Meg Davis responded that WT owns most of the land, and that the PDA specifies that there are no plans to do land transfer. Other opportunities will be part of the business case that's under development. The Business Case(s) proposed by SWL will be subject to implementation analyses by both WT and Governments.

P.M. Plenary Q&A session (repeated presentations from the morning)

- The proposed project contains many confusing acronyms. Will a glossary of terms be developed for the project? SWL responded yes this is being done.
- **What clarity can be provided on SWL's business model? SWL responded that this is still under development as part of MIDP but likely contain revenue models in the areas of infrastructure finance, limited real estate development, some IP shared with City for technology that may be piloted on Quayside.**
- What does privacy by design mean? SWL explained that that this is a concept that embeds privacy at the outset of any approach to new technology.
- What are the data ownership considerations around the project? SWL re-iterated that it doesn't plan on owning any of the data and that it intends to rely on government open data portals, etc. to the extent possible. SWL referenced its proposal around open data standards,
- who will own and fund the affordable housing? No transaction yet established, looking at economics of delivery, there are models to work through with the city including whether there affordable housing units would be directly city-owned, involve a city-pwned agency, a not-for-profit-entity of a private entity.
- Would the bridge for the Keating channel affect access by the marine industry? SWL responded that nothing proposed would affect marine uses permitted in the area.
- On affordable housing and school, what would be the trade-off on data collection, including collecting data involving children? SWL will abide by all legislation and policy related to data collection for all persons. There would be no greater demand for data from affordable housing residents.
- **Has this model been shown to be a feasible business model? Want to make sure that technologies are replicable (scaleable)**

A.M. MOBILITY BREAKOUT

- presentation by SWL emphasized putting people and public realm first
- WT referenced its desire to work with governments to accelerate delivery of LRT to Queens Quay/Quayside and area

Q&A

- Participants asked for more detail on LRT plan, e.g. money? Value capture is a well-known principle to get transit built; looking for innovative financing schemes to make this happen
 - routing approaches...SWL working on multi-modal trips but acceleration of LRT would bring huge benefit
 - heated sidewalks (want to make sidewalks a vibrant place year round)
 - autonomous vehicles (safety will come first)
 - what lessons from Queens Quay

A.M. SOCIAL INFRASTRUCTURE / AFFORDABLE HOUSING BREAKOUT

- WT Social Infrastructure presentation by Michael Wolfe, Innovation and Prosperity Manager. Presentation covered creating dynamic and diverse communities as per 2003 Central waterfront Secondary Plan; Requirements of 2015 City of T.O. Official Plan, 2016 TOcore req'ts; MIDP evaluation objectives for Inclusive Communities and Workforce Development Strategy.
- SWL Social Infrastructure Presentation by Alexis wise and Ariel Kennan – outlined physical spaces in site plan for arts & culture, civic life, health & well-being, elementary school and child care Looked at exploring pilot opportunities with the T.O. Public Library for programming and service delivery, and digital tools that can complement spaces and services on offer.
- WT Housing affordability presentation by Sumeet Ahluwalia, development Manager, covered affordable housing outcomes MIDP has to meet. SWL housing affordability presentation by Annie Greenbaum and Annie Koo covered SWL's various proposed affordable housing targets and mix (including 5% new shared equity affordable home-ownership option, and 5% shared amenity communal housing approaches, 40% 2+BR family housing units)

Q&A

- [REDACTED] asked if SWL could comment on its efforts to lobby the Public Health Agency of Canada (SWL reps were unable to answer)

- Concerns that surfaced from the table discussions included whether the Quayside site would have a homeless shelter, which SWL reps confirmed was not part of the proposal.
- Another table asked whether spaces and facilities would be dedicated to servicing the needs of newcomers/immigrants. Others asked if physical spaces on the site would be dedicated for different worship practices. SWL reps' responses were unspecific but took these questions under advisement. Still others asked if appropriate consideration had been given to the access needs of the disabled.
- Many questions were surfaced at tables around the various affordable housing targets contained in the proposal and the methodology used to determine / achieve them. People asked many questions about how rent structures may be determined, the role of property taxes, and of public and non-profit organizations like TOcore and the Toronto Community Housing Corporation.

A.M. / P.M. DIGITAL GOVERNANCE BREAKOUTS

- WT (Kristina Verner) provided overview of WT's implementation requirements, etc.
- SWL (Alyssa Harvey-Dawson, General Counsel) provided an overview of four digital governance framework components; and pointed to 3 use cases that tables could discuss: transportation, building efficiency, and public life. SWL lawyer and specialist in ethics of AI Chelsea Colbert was on hand to act as a facilitator. [REDACTED] were on hand to act as facilitators.

Q&A:

- [REDACTED] noted that a smart city was never outlined as an RFP requirement, and asked whether it was prudent or in the public interest to have a public education conversation such as this on digital/data governance to simply comply with a vendor-driven timeline/deadline? Kristina responded that although SWL lineage is tech based, theirs is not solely a smart city proposal. She also affirmed that although the order of operations for discussions may not have been perfect in the past, discussions are now going in the right direction.
- One table dealing with the public life discussion asked how data that would be collected and used at Quayside would compare to data being collected and used by the City in the rest of the City.
- Other tables mostly voiced the need to get over-arching principles and tenets on data governance right first before getting into specific implementation scenarios.